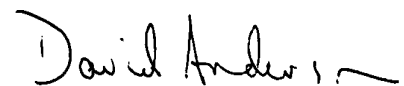


Environment Canada

2002-03

Estimates

Part III - Report on Plans and Priorities



David Anderson

David Anderson

Minister of the Environment

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Section 1- Minister's Message and Management Presentation Statement

1.1 Minister's Message



As Canadians we are deeply attached to our natural environment. We are blessed with an extraordinary wealth and diversity of plants, animals and natural resources. With this in mind, the Government of Canada encourages Canadians to view our environment not as an inheritance, but rather as a gift that we borrow from future generations — a gift that must be protected and conserved.

The 2001 Budget reinforced the importance of this stewardship role by making a direct link between the quality of life of all Canadians and the preservation and improvement of our natural environment. The budget also signaled that the Government of Canada remains committed to continuous environmental improvement and enhanced security of Canadians.

Environment Canada's 2002-03 Report on Plans and Priorities, identifies what we intend to achieve over the next three years as part of this commitment. The report also sets out targets against which Environment Canada's progress will be measured.

These targets are in line with Environment Canada's three priorities: reducing the health impacts of environmental threats, becoming better stewards of our natural environment, and advancing our agenda to ensure we meet our climate change commitments. This three-part environmental agenda deals with the priorities of Canadians. The environment must be more than a government-wide priority, it must be a national priority. This year, particular attention must be placed on working with all sectors of industry and Canadians at large on climate change. We have the rules in place but we need to work together to determine the best means by which we will meet our climate change responsibilities.

In addressing these priorities, Environment Canada will continue to work in partnership with all levels of government, individual Canadians, Aboriginal communities, non-government organizations, and industry at the local, national and global levels. We will also ensure that knowledge and innovative action form the cornerstone of our approach.

We all have a role to play in finding and implementing sustainable solutions that balance economic, social and environmental impacts. I encourage you to contact my department to learn how you can join millions of people who are already working to build a better environment now and for future generations.

David Anderson, P.C., M.P.

Minister of the Environment

1.2 Management Presentation Statement

I submit, for tabling in Parliament, the 2002-03 Report on Plans and Priorities (RPP) for Environment Canada.

To the best of my knowledge, the information in this document:

- Accurately portrays the Department's plans and priorities.
- Is consistent with the reporting principles contained in the Guidelines to the preparation of the 2002-03 Report on Plans and Priorities.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP production.

The Planning and Reporting Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

Name:



Date: February 21, 2002

Section 2 - Departmental Overview and Priorities

2.1 Raison d'Être

2.1.1 Mandate, Vision and Mission

MANDATE

The mandate of the Minister of the Environment is to preserve and enhance the quality of the natural environment, including water, air and soil quality; conserve Canada's renewable resources, including migratory birds and other native flora and fauna; conserve and protect Canada's water resources; carry out meteorology; enforce the rules made by the Canada - United States International Joint Commission relating to boundary waters; and coordinate environmental policies and programs for the federal government (*Department of Environment Act*).

- ▶ The legislation and regulations, which provide Environment Canada its mandate and allow it to carry out its programs, can be found at: <http://www3.ec.gc.ca/EnviroRegs>.

MISSION

Environment Canada's mission is 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. To this end, we undertake and promote programs to:

- protect Canadians from domestic and global sources of pollution;
- conserve biodiversity in healthy ecosystems; and
- enable Canadians to adapt to weather and related environmental influences and impacts on human health and safety, economic prosperity and environmental quality.

OUR VISION

At Environment Canada, 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.*

2.1.2 Organized to Deliver Results

Environment Canada fulfills its mandate of conserving and protecting our natural heritage, and protecting the health and safety of Canadians, through the efforts of its four results-based business lines: Clean Environment, Nature, Weather and Environmental Predictions, and Management, Administration and Policy.

Each business line is set up to deliver a long-term strategic outcome. Each desired outcome includes two or three more specific long-term goals, which, in turn, are divided into a series of

distinct, achievable targets.

These business lines and their long-term goals, called "long-term key results", provide the framework for internal accountability and management as well as external reporting. The long-term key results also provide a stable, results-based strategic direction against which pressures faced by the Department, and shorter-term priorities to address these pressures, are organized.

Clean Environment Business Line	Nature Business Line
<p>Strategic Outcome Through the Clean Environment Business Line, Environment Canada protects Canadians from domestic and global sources of pollution.</p> <p>Long-term key results:</p> <ul style="list-style-type: none"> • Reduced adverse human impact on the atmosphere and on air quality. • Understanding, and prevention or reduction of the environmental and human health threats posed by toxic substances and other substances of concern. 	<p>Strategic Outcome Through the Nature Business Line, Environment Canada conserves biodiversity in healthy ecosystems.</p> <p>Long-term key results:</p> <ul style="list-style-type: none"> • Conservation of biological diversity. • Understanding and reduction of human impacts on the health of ecosystems. • Conservation and restoration of priority ecosystems.
Weather and Environmental Predictions Business Line	Management, Administration and Policy Business Line
<p>Strategic Outcome Through the Weather and Environmental Predictions Business Line, Environment Canada helps Canadians adapt to their environment in ways which safeguard their health and safety, optimize economic activity and enhance environmental quality.</p> <p>Long-term key results:</p> <ul style="list-style-type: none"> • Reduced impact of weather and related hazards on health, safety and the economy. • Adaptation to day-to-day and longer-term changes in atmospheric, hydrological and ice conditions. 	<p>Strategic Outcome Through the Management, Administration and Policy Business Line, Environment Canada provides strategic and effective departmental management to achieve environmental results.</p> <p>Long-term key results:</p> <ul style="list-style-type: none"> • Strategic and integrated policy priorities and plans. • A well-performing organization supported by efficient and innovative services.

Each business line is led by an assistant deputy minister who provides leadership by building shared ownership for priorities, strategies and performance commitments across the Department.

- A detailed description of Environment Canada's planning, reporting and accountability framework can be found at: http://www.ec.gc.ca/introec/dept_org.htm#mf

Business lines are not isolated from each other, each makes important contributions to the success of the others. Business lines have common areas of interest, such as air quality, climate change and environmental effects, and are working cooperatively to achieve results.

Organizationally, the Department is divided into five headquarters services, five regions, plus the Human Resources Directorate and Corporate Offices. Environment Canada's organizational structures crosscut business lines in a matrix management approach, which allows programs to be delivered in a client-centered manner that respects regional differences.

Environment Canada's regional offices deliver the national vision for the environment at the local level. Program delivery in Environment Canada is achieved by drawing on the Department's scientific and technical knowledge combined with a strong regional understanding of the social, cultural and economic factors that shape attitudes, perceptions and behaviour. Regions work in partnership with provinces, territories, communities and others across the country and encourage them to set goals sensitive to local and regional ecosystems. They provide science-based information, tools for action, and opportunities for sharing experiences and learning. Moreover, they help build the capacity of all the players involved to effect changes that will improve their quality of life.

Linkages Across Business Lines

Every part of the environment is linked. Every day the atmosphere interacts with every ecosystem and every person. Although atmospheric issues and their impacts appear unrelated, there are strong links between the issues of atmospheric change. These global air issues are integrators of our business lines. For instance, some chemicals linked to climate change are also implicated in smog, acidification, and stratospheric ozone depletion. The science behind all these air issues plays a role in understanding the decline, invasion and adaptation of species, the adaptation of humans and their economic processes, the production of environmental services and the development of policies and protocols. These linkages provide the key to mitigating atmospheric change. Strategies to reduce greenhouse gases will produce visible results in the other atmospheric issues, as well as ecosystem health, biodiversity and human health. Through its interdependent business lines and matrix structure, the Department is organized to reflect these profound linkages.

2.2 Departmental Priorities

2.2.1 Planning Context

Our natural environment has a tremendous capacity to absorb and filter the outputs of human activity. It is renewable and highly resilient. But, as we know, when it becomes overloaded, the economic, health and social impacts can be devastating. The demands we are now placing on our environment are unsustainable. We have made strides in terms of our thinking within a global community and in how we approach development and how we can maintain our biodiversity and our critical resources. We have come to learn that abating environmental flare-ups and remedying health problems will be an endless task until we address their root sources. We must expand our scope of vision, our range of knowledge and the scale of our actions to develop lasting solutions. Everyone must act if we are to achieve the results we need. Governments must take a leadership role, particularly by ensuring high standards are set and achieved, and by encouraging the development and dissemination of knowledge to support sound decision-making.

Environment and Health

A strong link exists between environmental pollution and health problems, especially for the elderly, children and those with pre-existing health conditions. There is growing scientific acceptance that environmental quality is a major determinant of human health. In terms of air pollution, for example, studies from the Toronto Public Health Department, Government of Canada and Ontario Medical Association all show that air pollution can lead to premature death, increased hospital admissions, more emergency room visits and higher rates of absenteeism.

Public concern about the environment continues to be driven by the growing awareness of how environmental factors affect health. Recent surveys have shown that Canadians believe that after lifestyle changes, the environment is the most important factor affecting their health. Nine in 10 believe it is important to protect the environment for future generations and that environmental pollution is already affecting the health of children.

Healthy citizens are necessary for a vigorous society, and the health of our environment is a key determinant of our health.

Environment and Stewardship

Canada's ecosystems and wildlife are "legacy" issues for Canadians - a core part of the Canadian identity and an essential resource to be preserved for future generations. Canada's natural resources have significant economic implications - agriculture, forestry and fishing account for 13.6 per cent of GDP and employ 2.3 million Canadians.

Canada has a key role to play as a global steward of the world's natural wealth: we are responsible for 20 per cent of the world's wilderness, 24 per cent of its wetlands, 9 per cent of its fresh water, 10 per cent of its forests and the longest coastline in the world. Despite this richness, we are not immune to the pressures experienced across the globe - population growth, increasing urbanization and unsustainable resource use. The threats are real: the loss of agricultural and natural lands, resource depletion, habitat loss and a decline in the quantity and quality of our water, to name just a few.

Canada has the responsibility to ensure the preservation of its vast landscape and the wealth of its natural resources for future generations. A clean and healthy environment is an essential element of a sustainable economy and of ensuring the quality of life of Canadians.

Environment and Innovation

Canadians know that our standard of living and quality of life depend on our ability to learn and adapt quickly to new discoveries, new opportunities and our changing environment. Our longer term success in protecting and conserving Canada's environment will depend on our ability to enhance our environmental knowledge, develop creative solutions and foster innovation.

Strengthening environmental knowledge is vital if we are to address current environmental challenges and meet demands for environmental information. Canada needs a robust knowledge management system that will promote the effective integration of environmental, economic and social policies. The Task Force on the Canadian Information System for the Environment (CISE) was created as a result of a Budget 2000 decision to address the need to more fully integrate economic and policy decisions. The Task Force's recent report calls for a national, more shared and strategic approach to collecting, managing, assessing and disseminating environmental information.

Protecting our environment provides a great opportunity to promote Canada's capacity for innovation in new technologies and sustainable practices. Alternative approaches to addressing environmental issues, including voluntary programs and market-based incentives, can be very economically efficient. They have the potential to address Canada's environmental objectives in parallel with our economic and social objectives.

Environment in a Global Context

Canadians recognize that the quality of our environment is increasingly dependent on activities in the rest of the world. As we are seeing with issues such as climate change and air pollution, actions in other countries have major impacts on our ecosystems and the quality of life in Canada.

Much of the air pollution in southern Ontario, Quebec and the Maritimes comes from sources in the U.S., and Canadian sources contribute to the air pollution in the northeastern U.S.

Traditional foods in the North are contaminated with substances such as polychlorinated biphenyls (PCBs), which have been carried on ocean and air currents from half way around the world. Many environmental issues have global implications. Global pressures such as population growth and consumption, and how we deal with these pressures, will have consequences for us all.

Climate change is the most pervasive manifestation of the global nature of environmental issues. The increased burning of fossil fuels, combined with deforestation, is changing the balance of the world's atmosphere, which could have devastating impacts for northern and resource-abundant countries such as Canada. While Canada creates only 2 per cent of the world's greenhouse gases, it does so with about 0.5 per cent of the world's population.

It is clear that domestic action must be complemented by global action. Canada must work with other countries and use international mechanisms to find new ways to tackle these enormous global challenges.

2.2.2 Policy and Program Priorities

The issues described above make it clear why we must take actions to protect, conserve and adapt to our environment - for the health, safety and economic prosperity of present and future Canadians. These must be our priorities. Past experience has taught us that efforts to cope with and clean-up the impacts of environmental neglect after they occur are not only costly, but continually recur. True solutions involve long-term thinking that addresses the root sources of problems.

The 2001 Budget made a direct link between the quality of life of all Canadians and preserving and improving our natural environment. It also signalled that the Government of Canada remains committed to continuous environmental improvement with new spending and tax measures intended to ensure progress toward a cleaner and healthier environment.

Environment Canada has established three priorities to contribute to the federal government's emerging environmental agenda:

- reduce the health and safety impacts of environmental threats
- become better stewards of our natural environment
- advance our agenda to ensure we meet our Kyoto commitments on climate change

We are taking a long-term systematic approach that enables us to address immediate problems, while at the same time ensuring a sustainable environment for future generations. Such an approach must include knowledge and innovation as a foundation for action; domestic and international agendas operating in parallel; and partnerships with provinces and territories.

Priority 1 - Reducing the Health and Safety Impacts of Environmental Threats

We must re-orient our approach to managing environmental threats. If we continue to focus our efforts on treating health problems once Canadians become ill or rebuilding after a high impact weather event, this task will never end. And, the costs of addressing the social and economic fallout from environmental threats will continue to rise. The permanent solution includes prevention, adaptation and preparedness. Our plan focuses on four critical issues which ensure proactively that Canadians will benefit from an environment that sustains their health and from knowing how to protect themselves, their property and their business from high impact weather and related environmental hazards:

- working to ensure Canadians have clean air to breathe
- working to ensure Canadians have clean, safe and secure water
- ensuring effective management of toxic substances in our environment
- helping Canadians reduce their vulnerability to high impact weather and related hazards

As part of this work we must ensure that we have appropriate tools and approaches to address the special vulnerability of children to these environmental threats.

CLEAN AIR

Cleaner air means fewer respiratory diseases among adults, fewer attacks of asthma among children, fewer admissions to our hospitals and fewer premature deaths. Clean air not only benefits human health and well-being, it also brings important economic benefits. The Ontario Medical Association estimates that in Ontario alone, air pollution costs citizens more than \$1 billion a year.

In May 2000, the Minister of the Environment launched the federal government's Clean Air Agenda which addresses concerns related to air quality with actions on transportation emissions, transboundary pollution, industrial emissions, and science, and by encouraging the many different actions that can be taken at the corporate level and by individuals.

A key component of the Clean Air Agenda is the development and implementation of a federal agenda on cleaner vehicles, engines and fuels. Environment Canada will support the implementation of the federal agenda with action on a number of items including regulations for on-road, and off-road vehicles and engines; and regulations or standards for reducing the level of sulphur in various fuels.

In December 2000, Canada and the United States signed a historic agreement, known as the Ozone Annex to the 1991 Canada–United States Air Quality Agreement, to significantly reduce smog-causing pollutants and improve air quality. In February 2001, the Minister of the Environment announced the funding of \$120.2 million to implement the Ozone Annex. The funds are being used to implement commitments to reduce NOx and VOC emissions from the transportation and industrial sectors and to report to Canadians on industrial pollution and on air quality.

The Ozone Annex commits Canada to meet Canada Wide Standards (CWS) for ozone and to accomplish very specific results related to transportation, air quality monitoring and reporting.

As the implementation of the CWS for particulate matter (PM) and ozone progresses, the federal government will continue to work with provinces and territories to develop strategies to reduce emissions from specific industrial sectors. In 2004, the Ozone Annex will be re-visited with the intent to review progress and assess the need to negotiate further reductions.

- ▶ To learn more about clean air issues and protecting our environment, visit:
http://www.ec.gc.ca/air/introduction_e.cfm

WATER

Next to air quality, water quality is the environmental issue of greatest concern to Canadians.

Responsibility for the management of freshwater is shared between governments and with industry and individual Canadians. The Canadian Council of Ministers of the Environment (CCME) is an important forum for facilitating federal, provincial and territorial collaboration on environmental priorities of national concern. Last September, CCME ministers emphasized that water quality is a major priority and stressed the importance of strong drinking water standards based on the Guidelines for Canadian Drinking Water Quality.

Environment Canada's approach to responding to water issues focuses upon stronger integration of federal efforts to ensure complementary actions and policies related to water. Our goal is to work with all jurisdictions to ensure clean, safe and secure water for Canadians. Achieving this goal will require collaborative actions to set and achieve high standards for water quality, and make information on water more accessible to Canadians.

- ▶ To learn more about issues relating to water quality, visit:
http://www.ec.gc.ca/envpriorities/cleanwater_e.htm

MANAGEMENT OF TOXIC SUBSTANCES

The goal of the renewed *Canadian Environmental Protection Act 1999* (CEPA) is to contribute to sustainable development through pollution prevention and to protect the environment, human life and health from the risks associated with toxic substances. CEPA 1999 also recognizes the contribution of the management and control of toxic substances and hazardous waste to reducing threats to Canada's ecosystems and biological diversity. Environment Canada is responsible for the implementation of most of CEPA 1999 but jointly administers the research, categorization, assessment and management of toxic substances with Health Canada. CEPA has given us new tools that encourage innovation in environmental protection measures, new levers for environmental management and new opportunities for partnership with industry to put in place pollution prevention policies and programs.

Environment Canada's priorities include delivering on its responsibilities associated with CEPA 1999. The Department has set four immediate tasks to protect the health of Canadians by preventing toxic substances from entering the environment or controlling their use:

- categorize all substances that we use presently and further assess those that are categorized as persistent or bioaccumulative and inherently toxic
- control those assessed as toxic under CEPA 1999
- assess and control as necessary new substances before they are used

- ❑ ensure toxic chemicals and hazardous wastes are disposed of safely

HIGH IMPACT WEATHER AND RELATED HAZARDS

The risks to health, safety, property and the economy from naturally occurring environmental hazards, such as ice storms, drought, and wind, are increasing. Property and economic losses due to environmental hazards have climbed dramatically in recent years. Canadians are becoming more vulnerable to high impact weather and related hazards because of growing urban density, aging infrastructure and the creation of complex but vulnerable production and delivery systems.

In 1998, Canada spent \$3 billion to repair damage from high impact weather and related hazards. According to the Insurance Bureau of Canada, disaster recovery payments (from insurance companies and taxpayers) have doubled every five years throughout the 1980's and 1990's. Reactive solutions, such as rebuilding, are quickly becoming unaffordable from both human and financial perspectives. Canada must begin thinking in terms of reducing the vulnerabilities to these systemic risks through better warnings and creating more resilient communities.

In reducing the vulnerabilities, Environment Canada will focus its efforts on the following priority:

- ❑ Optimizing the time that Canadians have to respond to high impact events not only through accurate and effective warnings, but through a philosophy of fostering resilient communities. In partnership with others, Environment Canada will improve society's capacity to adapt, anticipate, mitigate, withstand and recover from high impact weather and related hazards.
- ▶ To learn more about issues relating to high impact weather and related hazards, visit: http://weatheroffice.ec.gc.ca/canada_e.html or http://www.msc-smc.ec.gc.ca/index_e.cfm

Priority 2 - Sustaining Our Natural Environment

Our responsibility to Canadians is to work closely with our partners - other levels of government, Aboriginal peoples, conservation groups, individual landowners, industries and local communities throughout Canada - to protect our natural inheritance for our children, ourselves and the world. We must no longer wait until threats to our natural resources and wildlife arise before reacting. Instead, we need to advance our understanding so we may take proactive actions that ensure our species have the surroundings they need to flourish and that there are abundant resources for future generations.

In setting our priorities, we must recognize that within a particular ecosystem or geographic area, numerous activities affect the natural environment, and that they are spread across a variety of jurisdictions. As such, there are obvious advantages to working horizontally rather than within a sector. These advantages include information sharing and greater program effectiveness. Canada's priorities for action in the area of conservation and stewardship reflect this integrated approach and emphasize a shared responsibility for nature. The efforts of Environment Canada, working with its partners, will focus on the following areas:

- ❑ conserving biological diversity
- ❑ conserving and restoring priority ecosystems

CONSERVING BIOLOGICAL DIVERSITY

Conserving biodiversity and using biological resources sustainably are essential parts of Canada's efforts to achieve sustainable development. Pressures on biodiversity, in Canada and worldwide, have resulted in significant declines in many species of animals and plants. At the other end of the spectrum, some human activities that upset ecological balances have led to burgeoning populations of some species now considered overabundant, which presents other conservation challenges.

Over the next three years, Environment Canada will promote and support biodiversity conservation by protecting species at risk, sustaining migratory bird populations, and protecting and conserving habitats. The Department will also facilitate with the provinces, territories, and the other government departments, the delivery of a broader conservation agenda.

Species at Risk

In April 2000, the Minister of the Environment announced the National Strategy for the Protection of Species at Risk. The approach involves three main pillars: the 1996 Accord for the Protection of Species at Risk, the *Species at Risk Act* (SARA), and the Habitat Stewardship Program for Species at Risk.

Under the Accord for the Protection of Species at Risk, the national recovery program has been strengthened and the level of cooperation between the federal government and the provinces and territories improved. Work now focuses on the development of bilateral agreements under the accord with provinces and territories. Bilateral agreements will clarify how involved governments will work together to protect species at risk and avoid duplication and overlap.

Work continues to guide the proposed *Species at Risk Act* towards Royal Assent and to develop an initial set of regulations. The proposed SARA provides the authority to prohibit the destruction of endangered or threatened species and their critical habitat on all lands in Canada. The Act also provides the emergency authority to list species in imminent danger.

The Habitat Stewardship Program for Species at Risk contributes to the recovery and protection of habitat for species at risk by targeting investments (\$45 million over five years) towards the stewardship of priority landscapes. Environment Canada's priority is to continue to implement the Habitat Stewardship Program including aligning it with other recovery strategies and action plans, while also enhancing Aboriginal involvement.

- To learn more about Canada's species at risk and their recovery, visit: <http://www.cws-scf.ec.gc.ca/sar/>

Other priorities for protecting species at risk include completing species assessments, and developing a national strategy for the prevention and control of alien invasive species.

Habitat/Migratory Birds

A key component of a broader integrated strategy for conservation and stewardship is the establishment of protected areas. In 2002-03, Environment Canada will complete its Protected Areas Strategy and work with other key federal departments in developing a federal protected areas strategy. The Department's habitat protection goals are achieved through the departmental protected areas network of Migratory Bird Sanctuaries, National Wildlife Areas, the Ecological Gifts Program, the previously mentioned Habitat Stewardship Program and the North American

Waterfowl Management Plan.

We will also continue to pursue the implementation of the Migratory Bird Protocol and the development of co-management regimes to ensure conservation while recognizing the subsistence needs of Canadians and the rights to harvest migratory birds in ecologically viable numbers.

Canadian Biodiversity Strategy

We will continue to work towards implementing an overall Canadian Biodiversity Strategy by addressing the priorities for collaborative action that have been identified by federal, provincial and territorial partners, for example: addressing the threat of invasive alien species; monitoring and responding to biodiversity status and trends; building a foundation of biodiversity science and information; and engaging Canadians in biodiversity stewardship.

CONSERVING AND RESTORING PRIORITY ECOSYSTEMS

Through its Ecosystem Initiatives program, Environment Canada is working with a broad array of partners at the local level to address stresses and effect solutions within specified ecosystems. The program promotes holistic solutions that integrate environmental, social and economic considerations to protect and enhance the environment - our country's 'natural capital' - and improve the quality of life of Canadians. The program has the capacity to lever government resources, focus science, coordinate efforts, generate public industry and political support, and produce the informed decisions necessary to address ecosystem issues in an integrated manner. Existing and future Ecosystem Initiatives will continue to act as an effective mechanism for implementing stewardship in Canada.

The ability to secure a clean and healthy environment for Canadians is dependent on our capacity to understand how our ecosystems are affected by human-induced stressors and to transfer that knowledge to Canadians and the global community so that it can be incorporated into decision-making. Ecosystem initiatives help Canadians achieve environmental results through partnerships, pooling resources, focusing science, coordinating efforts, sharing information and experiences, and generating a broad basis of support. Examples of ecosystem initiatives include the Atlantic Coastal Action Plan, the St. Lawrence Action Plan, Northern Rivers Ecosystem Initiative and the Georgia Basin Ecosystem Initiative. Environment Canada is committed to advancing scientific understanding of the effects of human activities on ecosystems through the further development of Canadian environmental science networks; the expansion of the role of the National Water Research Institute and the development of a federal strategy to address the ecosystem effects of genetically modified organisms.

Priority 3 - Addressing Climate Change

Globally, climate change is a major environmental problem that has an impact on the quality of life of billions of people. Canada is particularly vulnerable.

The agreements reached in Bonn and Marrakech have helped clarify how the international climate change regime will operate. In light of these and other global efforts, Canada can now consider ratification of the Kyoto Protocol, following full consultations with the provinces, the territories, stakeholders and all Canadians.

The Government of Canada is implementing a three part plan for moving Canada to achieve our climate change commitments. The first part was the development and launch of Action Plan 2000. The second is the additional actions that could be taken in Canada cost-effectively through a domestic emissions trading (DET) system and/or new regulations and incentives. The third is the international credits that could be purchased where these would cost-effectively offset some emissions in Canada.

Action Plan 2000 sets the course for action in all sectors of the Canadian economy and lays the groundwork for long-term behavioural, technological and economic change. Initiatives within the plan will reduce emissions by 65 megatonnes. We should get 30 megatonnes of credits from the international rules we successfully negotiated for carbon sinks. Initiatives in Budget 2001 should reduce emissions by a further 5 megatonnes. Thus, our actions to date should result in total emission reductions of 100 megatonnes per year in 2010, or about 40 per cent of our climate change target.

Options for achieving the remaining emission reductions needed to meet our Kyoto target, include:

- ❑ many low cost opportunities to further reduce emissions domestically. These could be achieved in one of three ways:
 - a modest domestic emission trading system
 - further targeted measures focusing on the transportation, oil and gas, electricity and building sectors in particular
 - a combination of domestic emission trading and further target measures
- ❑ purchase of carbon credits in the international market place through the Kyoto Mechanisms noted above.

The Climate Change Action Fund (CCAF) was established in 1998 to support the development of a national strategy for climate change and to encourage early action. The CCAF was renewed in 2001 and will focus on:

- ❑ informing the government on ratification of the Kyoto Protocol
 - ❑ developing policy options for achieving the remainder of our Kyoto target
 - ❑ supporting the national climate change process
 - ❑ consulting with key stakeholders and other Canadians
 - ❑ increasing public awareness and engaging Canadians in solutions for reducing GHG emissions
 - ❑ investing in technological opportunities to reduce greenhouse gas (GHG) emissions
 - ❑ continuing to refine understanding of the science and impacts of a changing climate for Canada and Canadians and developing adaptation strategies.
- ▶ To learn more about Environment Canada's work on climate change, visit:
<http://www.ec.gc.ca/climate#index.html>

Taking a Long-Term, Systematic Approach

We are taking a long-term, systematic approach that enables us to address immediate problems, while at the same time ensuring a sustainable environment for future generations. This approach

recognizes the complexity of the issues, the need for all partners to be fully engaged and the need for action at all levels - from local to global. Addressing environmental issues is a shared responsibility and it requires partnerships at all levels. While governments have a role to play, civil society must be increasingly engaged in defining the issues and determining the solutions.

Knowledge and Innovation

A prerequisite to innovative action is sound environmental knowledge - it is the only way to ensure we identify the problems, develop effective solutions and take the required action for lasting solutions. Environmental knowledge is needed to better assess the risks we face and the measures we must take to manage these risks. We need policy instruments that will help us manage the interaction between the economy and the environment more effectively. By using the full array of policy instruments - economic, regulatory and voluntary - we can ensure that good economic decisions will also be good environmental decisions.

There are three components to our environmental knowledge and innovation agenda:

- ❑ **science and technology** to enable us to better understand cause and effect relationships (see further detail in next section), to ensure early identification of emerging issues and to find the most effective and efficient solutions;
- ❑ **information**, including indicators, monitoring systems and traditional knowledge, to enable sound decision making at all levels, to let us know what is working and where we need to make adjustments, and to support accountability; and
- ❑ **innovative policy instruments**, to ensure economic and environmental signals point in the same direction. While each component serves a unique purpose, they are interdependent. Together they provide the foundation for effective action on environmental priorities.

Parallel Domestic and International Agendas

As stated earlier, environmental issues are increasingly global issues. Activities and events beyond our borders can undermine our domestic efforts to ensure a safe and sustainable future for our children. The impacts of global pollution are already being felt in Canada - from transboundary air pollution that increases smog in our communities to habitat destruction in other countries that results in the loss of Canadian migratory species. These impacts mean that we have a role to play on the world scene. We must work with other countries, and particularly developing countries, to promote sustainable approaches that will improve the quality of all our lives. As such, our domestic and international agendas must work in unison. Canada needs to invest in a combination of domestic action and international cooperation. We need to look for issues on which Canada can show leadership. This means developing a coherent, focused and flexible agenda and working with other countries to develop effective international institutions.

To achieve our objectives, Canada needs to work with both the international community and key global and regional institutions. We are making progress with the United Nations Environment Programme (UNEP) in strengthening international governance.

To move our agenda forward, we must also focus on key events which can build international support and momentum behind our sustainable development agenda. At the 2001 Summit of the Americas, Canada successfully marshalled the support of countries throughout the hemisphere for a coordinated policy agenda for health and environment. The 2002 G8 Summit, which Canada will be hosting, and related ministerial level meetings will allow us to better coordinate the priorities and objectives of the major industrialized countries and press for a stronger focus

on sustainable development across a range of issues. The World Summit on Sustainable Development in Johannesburg in September 2002 will be a critical point in revitalizing global momentum for the implementation of sustainable development. We must be ready to take advantage of this opportunity.

Management of Science and Technology

Environment Canada is heavily involved in science and technology (S&T) in Canada. Its S&T covers a very broad range of activities, from research to applied science, to monitoring and reporting. These S&T efforts create the knowledge and tools needed to meet the Department's mandate and achieve intended results. They support the Department's ability to develop and implement policy, deliver important services to Canadians, and develop and transfer new technologies for environmental purposes.

The Department promotes excellence in its S&T through an effective management system which consists of the recently renewed external S&T Advisory Board to the Deputy Minister, a Special Science Advisor, as well as several internal S&T management committees. This system also serves as the mechanism by which the Department contributes to and implements federal S&T policies and management practices.

In addition to its performance of S&T, Environment Canada works to catalyze environmental S&T partnering and networks. These are critical to the performance of Canadian environmental S&T, and to the Department's ability to deliver S&T and to make effective use of S&T outputs. Such collaborative arrangements help to resolve environmental issues, for example through consensus-building via "state of science" assessments. Environment Canada is currently exploring, together with the environmental S&T community and others, ways of enhancing the effectiveness and efficiency of scientific research through networking and partnering opportunities.

Environment Canada has several key initiatives underway to address priority S&T management issues, including:

- ❑ exploring and building a Canadian environmental sciences network, through regional (e.g., Atlantic and Pacific and Yukon) and sectoral (e.g., water, weather and wildlife) networks
- ❑ in 2002, the National Wildlife Research Centre will move into its new building on Carleton University's campus. This partnership will be the hub for the expansion of the existing wildlife research networks across Canada
- ❑ developing research strategies to address national issues, e.g., environmental effects and sustainability of genetically-modified organisms, the effect of climate variability and pharmaceuticals on ecosystems, the degradation and protection of Canada's groundwater and water quality, and the improving of wildlife science for decision-making
- ❑ implementing the Federal S&T Advice Framework by strengthening policies and practices linking science and policy
- ❑ developing new mechanisms (e.g., federal innovation networks of excellence, Canadian Foundation for Climate and Atmospheric Sciences Foundation) and strengthening existing

ones (e.g., 5NR¹ Memorandum of Understanding on Science for Sustainable Development) to better integrate federal S&T and link it with external S&T

- responding to and implementing recommendations in the reports of the Council of Science and Technology Advisors (e.g., excellence in federal science, S&T human resources, and communications)
- responding to the peer review of the Meteorological Service of Canada's R&D program
- deciding in which international S&T forums Environment Canada wants to be in a leadership role

Through such initiatives and the development of policies and practices for improving its management of science and technology, Environment Canada is contributing to the government's S&T Strategy and helping to advance the goal set out in the last Throne Speech of moving Canada from 15th to one of the top five countries in international research rankings by 2010.

- ▶ To learn more about Environment Canada's Science and Technology, visit: http://www.ec.gc.ca/scitech/index_e.htm

2.2.3 Management Priorities

During the planning period, Environment Canada will focus on two management priorities:

- implement Environment Canada's Modern Management Action Plan
- advance e-Government

Priority 1 - Implementing Modern Management

In the 1990s, fiscal restraint and increasing demands from citizens for better service prompted the Government of Canada to introduce several initiatives under a broad agenda of management change. Environment Canada's Modern Management Action Plan represents the Department's response to a call for a new way of doing business in government. The plan presents management as a series of integrated activities that improve a range of capabilities—from day-to-day decision-making to accountability to the public and Parliament. This means focus on ensuring sound management of public resources and effective decision making through better performance information, appropriate risk management and control systems, reinforced values and improved accountability of government to Parliament and citizens. It also demand a better focus in meeting citizen's needs through the identification and achievement of concrete results.

ENVIRONMENT CANADA'S MODERN MANAGEMENT ACTION PLAN

The action plan is modelled after Treasury Board's *Results for Canadians: A Management Framework for the Government of Canada*. It proposes a series of initiatives to be completed over the next four years. As a result, Environment Canada will have the capacity to commit to excellence in five key management areas: **responsible spending, managing for results,**

¹ 5NR is a partnership of five departments (i.e. Agriculture and Agri-Food Canada, Environment Canada, Fisheries and Oceans Canada, Health Canada, and Natural Resources Canada) focusing their science and technology on sustainable development in Canada's natural resources sectors.

exemplary workplace, values, and citizen focus. Managers will be directly involved in implementing the Modern Management Action Plan.

Responsible spending - Improved communication to staff of the internal controls that support responsible spending will occur. Operations control through tracking and monitoring progress, using resources against operational and financial plans and analyzing variances will also be improved and accessible to managers for better decision-making. Environment Canada will draw on best practices to develop service standards and quality for each process. The Weather and Environmental Predictions Business Line (see section 3.3) has undertaken a major exercise to “focus for the future” which will transform them into an affordable and sustainable business line that is more accountable to Canadians.

Managing for results - Employees will gain a firm understanding of Environment Canada’s Management Framework. Management information will also be enhanced to support Environment Canada’s matrix management approach to performance measurement. Environment Canada’s report to Parliament will be improved. Environment Canada’s four business lines will conform to the corporate model of planning and reporting.

Exemplary workplace - Modern management requires the sustained efforts of a professional and motivated workforce. Environment Canada has a dedicated and capable staff but there are capacity, and human resource challenges to be addressed. This requires sound leadership. Managers need to sustain a climate of trust, to recognize and value good work, to actively promote inclusiveness and diversity in the workplace, to encourage collaboration, and to value open communication. At Environment Canada, we believe that by taking action at all levels (leadership, workload, internal communications, career development, and employee satisfaction), the quality of life within the workplace and the effectiveness of departmental operations can be improved.

Values - Values such as openness, transparency, probity, emphasizing results and accountability are supported by Environment Canada’s Modern Management Agenda. Canadians expect government departments to be guided by self-reliance, compassion and respect for democracy. Supporting values requires ongoing attention. This means Environment Canada must work to sustain a dialogue on public service values with its staff. To address this, the Department has developed a Continuous Learning Plan for Values and Ethics and is in the process of developing implementation strategies.

Citizen focus - This will be achieved through a range of departmental activities and initiatives. Partnerships will be used at the designing stage and in the shared delivery of services.

Priority 2 - Advancing e-Government

Modernizing government services is not new to Environment Canada. Over the course of our history, we have constantly striven to make our services more accessible, more integrated and more meaningful for Canadians. Environment Canada has a long-standing tradition of delivering effective, citizen-focused services and programs to Canadians and has established critical partnerships to make this possible.

e-Government is a Government of Canada priority which resonates within Environment Canada and to which we are firmly committed. Providing environmental information and services on-line is an important way to empower Canadians on environmental issues, based on credible, accurate and accessible environmental information. We are committed to providing seamless access to

environmental information services for our full range of clients and partners, including the Canadian public, Canadian businesses, other government departments, other levels of government, and communities of interest. And we know that e-Government is about more than getting information out to people. We are also committed to drawing information and views from people and creating knowledge networks to improve the quality of our policies and programs.

The transition from traditional government to e-Government is rooted in the transformation of our business processes, through the use of new technologies, in order to increase the relevance, timeliness and effectiveness of our services to and relationships with clients. Each of Environment Canada's business lines has a number of initiatives underway to achieve this goal.

Our transition to e-Government also recognizes that our Internet presence constitutes a valuable asset and must be managed as such. This presence represents an unprecedented opportunity to connect with the population we serve and to increase the relevance of our services and our science to Canadians. Environment Canada's Web presence is extensive (at last count, over 83,000 pages), and we receive billions of hits and millions of visits each year. The Department's most popular site, <http://www.weatheroffice.ec.gc.ca>, receives about 170 million hits per month.

Over the past year, we completed a major review of our current model for managing our Internet assets and explored various alternative models that would enable us to better leverage these assets in achieving our key results and priorities. As a result of this review, we have found that our current model requires modification in order to respond to the advanced power of the Internet as a business delivery tool. We are considering three possible models based on best practices from both the public and private sector. Each presents significant benefits and challenges. In the end, we will retain the model that best allows us to leverage our Internet assets in delivering on our nine key results. We will focus on closer integration of our business processes across programs within a business line - this will result in efficiencies and in greater relevance of our services and information for clients. In implementing the chosen model, we will ensure that the needs of key client groups are met - this will result in greater client engagement and increase our ability to respond to their needs. This is an extensive endeavour that will require much effort, but one that, if successful, will result in a "portal" into Environment Canada for Canadians. This will provide to them with a powerful tool to access the information they need to understand environmental issues, what their federal government is doing to address those issues and how they can make a difference by modifying their own behaviors and by getting involved.

Conclusion

We have set out a clear agenda of what we need to do now - and more importantly, the approach we must take to sustain action over the long-term. By continuing to work together, and by focusing on the environmental health results we want to achieve, we will protect and sustain our natural environment for future generations.

At the outset of this section, a description was given of how Environment Canada uses a business line structure to fulfill its mandate to Canadians. This structure provides a stable management framework for assigning organizational accountability and allocating resources in alignment with the long-term strategic outcomes sought. Table 2.1 provides a crosswalk between the overarching priorities of concern to Canadians as reflected above, with the comprehensive management framework of the Department as set out in Section 3 of this document.

Table 2.1 Delivering Departmental and Government Priorities Through Environment Canada’s Business Lines

Government Priorities	Environment Canada’s Priorities	Business Line (See Section 3)
	Reducing the Health and Safety Impacts of Environmental Threats	
Sharing Opportunity - A Clean Environment	• Clean Air	Clean Environment, Weather and Environmental Predictions
Sharing Opportunity - A Clean Environment; Creating Opportunity - Innovation	• Water	Clean Environment, Nature, Weather and Environmental Predictions
Sharing Opportunity - A Clean Environment	• Management of Toxic Substances	Clean Environment
Sharing Opportunity - A Clean Environment	• High impact Weather and Related Hazards	Weather and Environmental Predictions
	Sustaining Our Natural Environment	
Sharing Opportunity - A Clean Environment	• Conserving Biological Diversity	Nature
Sharing Opportunity - A Clean Environment	• Conserving and Restoring Priority Ecosystems	Nature
Sharing Opportunity - A Clean Environment	Addressing Climate Change	Clean Environment, Weather and Environment Predictions, Management, Administration and Policy
	Implementing Modern Management	
Excellence in the Public Service	• Environment Canada’s Modern Management Action Plan	Management, Administration and Policy
Excellence in the Public Service	Advancing e-Government	Management, Administration and Policy

2.3 Departmental Planned Spending

The departmental planned spending to deliver on these priorities is presented in Table 2.2. Environment Canada will have a budget of approximately \$732.7 million in 2002-03. This total amount is allocated among four business lines as illustrated in Figure 1. Section 3 provides more details on budget allocation by business line and long-term results. The Department's budget has increased in the last few years in order to deliver new programs related to the quality of our environment. For example, Environment Canada received a total of \$117 million over four years (\$29 million in 2002-03) to implement Canada's commitments contained in the Ozone Annex and amendments to the 1991 Canada/U.S. Air Quality Agreement. In addition, funding of \$120 million over five years (\$35 million in 2002-03) in new resources towards initiatives related to climate change has been approved. Announcements in the Budget 2001 will also result in an additional \$20 million over six fiscal years (\$8.8 million in 2002-03) towards environment-related security initiatives and a further \$62.5 million as a one-time payment in 2001-02 to the Federation of Canadian Municipalities to endow Green Investment and Enabling Funds.

2002-03 Net Planned Spending by Business Line
Total: \$732.7 Million

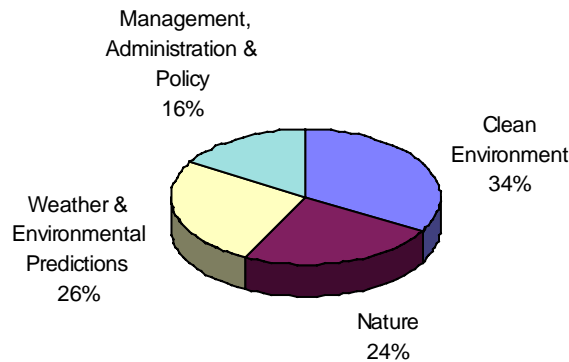


Figure 1: 2002-03 Net Planned Spending by Business Line

Table 2.2 Departmental Planned Spending

(\$ millions)	Forecast Spending 2001-02 *	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Budgetary Main Estimates (gross)	711.9	813.1	773.4	738.7
Less: Respendable Revenue	(89.7)	(91.1)	(90.5)	(89.7)
Total Main Estimates	622.2	722.0	682.9	649.0
Plus: Adjustments to Planned Spending				
• 2001-02 Supplementary Estimates and Technical Adjustments	239.8			
• G8 Summit (Environment Ministers)		0.2	-	-
• Revised <i>Canadian Environmental Assessment Act</i>		1.4	1.3	1.3
• Budget 2001		8.8	2.4	2.4
• Others		0.3	(0.2)	(0.2)
Net Planned Spending	862.0	732.7	686.4	652.5
Less: Non-respendable revenue	(6.8)	(9.0)	(9.2)	(9.2)
Plus: Cost of services received without charge				
• Accommodation provided by Public Works and Government Services Canada (PWGSC)	31.1	31.6	32.2	32.8
• Contributions covering employees' share of employee's insurance premiums and expenditures paid by TBS	23.6	24.5	24.4	23.7
• Workman's compensation coverage provided by Human Resources Canada	1.6	2.0	2.0	1.9
• Salary and associated expenditures of legal services provided by Justice Canada	3.2	3.4	3.5	3.7
Net cost of Program	914.7	785.2	739.3	705.4
Full Time Equivalentents	5,233	5,311	5,294	5,227

* Reflects the best forecast of total net planned spending to the end of the fiscal year.

Section 3 - Plans and Priorities by Strategic Outcomes

This section describes, by each of Environment Canada's four business lines, the strategic outcomes, the long-term results being sought, and the priorities, challenges and strategies, and key commitments for achieving those long-term results. Key targets from Environment Canada's Sustainable Development Strategy (SDS) have been integrated under the long-term key results to ensure ongoing assessment of SDS key commitments. Environment Canada continues to work towards developing better indicators and targets throughout its business lines. Section 7.1 provides a record of adjustments made to Environment Canada's performance measurement plan as it evolves over time.

It is essential that Environment Canada work in partnership with others to help predict and prevent environmental problems and develop and implement innovative solutions to them. Section 7.2 provides a list of Environment Canada's key partners and summarizes the contributions they make towards achieving our long-term key results.

3.1 Clean Environment Business Line

A - Business Line Overview

Through pollution in the air we breathe and toxic substances in the food and water we consume, Canadians are feeling the effects of pressures on the environment. It is estimated that a minimum of 5,000 Canadians die prematurely and 100,000 others require medical interventions each year due to air pollution. There has been a four-fold increase in asthma and a 25 per cent increase in childhood cancers over the last 20 to 25 years.

*Strategic Outcome —
Protect Canadians
and their environment
from domestic and
global sources of
pollution.*

Some 23,000 different substances have been used in industrial processes and consumer goods in Canada, and more substances are developed or imported every year. Many of these improve our standard of living. But many could threaten our health and our environment. Assessing the human health and environmental risks of these substances is complex; risk management strategies would need to address a wide range of activity.

Through the Clean Environment Business Line, Environment Canada acts to protect Canadians and their environment from domestic and global sources of pollution. Emphasizing a pollution prevention approach, it leads in the development of shared, intermediate and long-term targets and strategies to identify and reduce the impacts on the environment and on human health of substances released as a result of human activity.

Activities under the Clean Environment Business Line are managed according to an issue model. This model follows the lifecycle of a typical environmental issue -- problem identification,

solution development, implementation of solutions, and tracking of performance. Our activities begin with research on the toxic substance and assessment of its effect on ecosystems. Work continues with the development of management options, and implementation of the most appropriate risk management mechanisms. Finally, there is ecosystem monitoring to ensure the desired environmental results are achieved. The cycle begins again if problems are identified through results of monitoring or new research findings.

This planning period sees an end to what has been a peak of resources for the Clean Environment Business Line and we need to set priorities to adjust. This reflects the sunseting in future years of: program integrity resources for the *Canadian Environmental Protection Act 1999* (CEPA 1999), Budget 1999 resources for CEPA 1999, and the Ozone Annex resources. The Department will focus on priorities and ensure key commitments are met within appropriate timeframes that respect legislative requirements.

Long-Term Key Results:

Through the Clean Environment Business Line, Environment Canada aims to achieve two long-term key results:

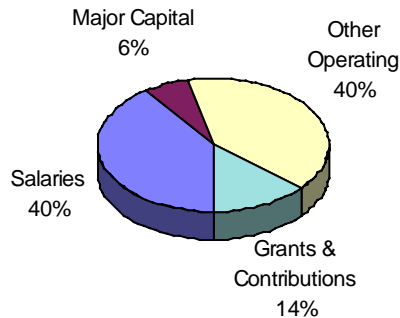
- reduce adverse human impact on the atmosphere and on air quality
- understanding, and prevention or reduction of the environmental and human health threats posed by toxic substances and other substances of concern.

B - Planned Spending

(\$ millions)	Forecast Spending 2001-02*	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Long-Term Results				
• Reduce adverse human impact on the atmosphere and on air quality.	186.2	123.5	113.2	92.5
• Understanding, and prevention or reduction of the environmental and human health threats posed by toxic substances and other substances of concern.	177.5	130.7	111.8	98.6
Gross Planned Spending	363.7	254.2	225.0	191.1
Less: Respendable Revenue	(9.2)	(10.8)	(10.0)	(8.8)
Net Planned Spending	354.5	243.4	215.0	182.3

* Reflects best forecast of total planned spending to the end of the fiscal year.

**2002-03 Gross Planned Spending by Input Factor
(\$254.2M)**



C - Key Result Commitments, Expected Results, Plans and Priorities

LONG-TERM KEY RESULT: REDUCED ADVERSE HUMAN IMPACT ON THE ATMOSPHERE AND ON AIR QUALITY.

Through this long-term key result, Environment Canada focuses on three broad categories of air pollutants, although all air issues are closely interconnected because of their common sources and common health and environmental impacts. First are pollutants that alter the atmosphere itself. The resulting changes may affect human and environmental health. This category includes emissions of greenhouse gases and the resulting climate change, and emissions of substances that deplete the stratospheric ozone layer. Second are pollutants that use the air as a pathway, with most environmental and health effects arising after the substances are deposited on land or in water, often at considerable distances from their source. Examples include acid rain and persistent organic pollutants. Addressing these substances requires international cooperation as well as action to control releases within Canada. Third are pollutants that alone, or in combination with each other, reduce the quality of the air we breathe. Ground-level ozone and particulate matter are significant pollutants of this type. The ease with which air pollutants can travel across borders means that addressing air issues requires cooperation both internationally and across Canada. Increasingly, Environment Canada seeks to take actions with its partners that address several pollutants simultaneously, thus providing multiple benefits for the same investment.

Departmental Focus and Priorities:

In this context, Environment Canada's priorities for the next three years will be to focus on:

- ❑ **Air Quality** — Key area of work includes implementing the requirements of the Ozone Annex to the Canada-U.S. Air Quality Agreement; implementing initial actions on Canada Wide Standards (CWS) for Particulate Matter (PM) and ozone; increasing public outreach; and developing and expanding air quality forecasting.
- ❑ **Climate Change** — Actions will focus on strategies for achieving Canada's Kyoto targets and the government's decision on ratification of the Kyoto Protocol; and ensuring Canada can be both a party of the Kyoto Protocol and to any North American/hemispheric approach to climate change.

Challenges and Management Strategies:

Air Quality — Air quality is a regional issue. Responsibility for addressing it is shared by jurisdictions in Canada. It is a multi-faceted issue that requires actions in various sectors. Environment Canada's general approach to addressing the air quality challenges is to continue implementing the 10-year Clean Air Agenda. The Clean Air Agenda is the Government of Canada's plan to improve air quality. It focuses on attaining and potentially improving targets for CWS for PM and ozone; reducing transboundary emissions; reducing transportation sector emissions and major industrial emissions; advancing science on air quality; and engaging the public.

In February 2001, the Minister announced an investment of \$120.2 million to deliver Canada's Ozone Annex commitments. This has allowed Environment Canada to start partial implementation of the Clean Air Agenda. However, the agenda is larger than just ozone. Its full implementation requires sustained investment for the 10-year period. This represents a significant management challenge for the Clean Environment Business Line. In response to this challenge, the business line will need to focus on priorities and to manage and coordinate its capacity including human and financial resources.

The key challenge is to mobilize industries and communities to take action to reduce air pollution. Several non-government organizations (NGOs), including the Canadian Medical Association and the Canadian Lung Association, are actively involved in defining and addressing the effects of air pollution on human health. Provinces have also committed to this agenda through the CWS process.

Climate Change — Climate change is the most important global environmental challenge facing this generation and generations to come. Internationally and domestically, climate change has the highest profile since the Kyoto Protocol was signed in 1997. . Climate change has significant policy and economic implications for provinces and territories, municipalities, businesses and industries, and First Nations. The agreements reached in Bonn and Marrakech in 2001 paved the way for Canada to consider ratification of the Kyoto Protocol in 2002, following full consultations with the provinces, the territories, stakeholders and other Canadians.

Environment Canada recognizes that climate change is a complex issue that requires cooperation and collaboration from many players. Our general approach for responding to the climate change challenges will be to engage stakeholders, particularly industry and environmental groups, and to intensify work with the U.S. to ensure any North American approach to addressing climate change is compatible with our Kyoto target. Departmental efforts will focus on three main activities: communications to create awareness that consultations are taking place and to show how people can participate; strategies for achieving Canada's Kyoto target; and ratification discussions with provinces, business/industry, environmental non-government organizations (ENGOS) and media on the economic costs and benefits, and competitiveness and energy issues.

Performance Framework:

The long-term "air result" is divided into five areas of focus. The following table shows those areas of focus and the associated strategies, long-term indicators, targets, and commitments for the next three years.

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #1: Climate Change		
<ul style="list-style-type: none"> • Implement the Government of Canada Action Plan 2000 on Climate Change. • Work toward Ratification decision on the Kyoto Protocol. 	<p>Indicator: Canadian greenhouse gas (GHG) emissions.</p> <p>Target: Reduce total emissions to 6 per cent below 1990 levels between 2008-12.</p> <p>Indicator: Improvements in carbon efficiency of the Canadian Economy (i.e. Production of unit of Gross Domestic Product (GDP) with fewer GHG emissions).</p> <p>Indicator: Percentage of alternative energy to total energy used.</p>	<ul style="list-style-type: none"> • Ratification decision on the Kyoto Protocol: <ul style="list-style-type: none"> – Develop and implement engagement and consultation plans for provinces, territories, stakeholders and the public. – Develop and complete analysis of options for achieving Kyoto target. – Broaden awareness on domestic emissions trading (DET). – Implement communications strategy to increase Canadian recognition of domestic action and to build understanding needed to inform decision on ratification of Kyoto Protocol. • Implement Government of Canada Action Plan 2000 on Climate Change.
Area of Focus #2: Air Quality		
<ul style="list-style-type: none"> • Air quality is improved by achievement of Canada Wide Standards, continuous improvement in air quality and keeping clean areas clean. • Canadians take action to protect their health through increased engagement of citizens in actions to reduce their exposure to air pollution. 	<p>Indicator: Transboundary flows of air pollution are reduced.</p> <p>Target: Emissions reductions from 1990 levels in the area in the U.S. covered by the Ozone Annex:</p> <ul style="list-style-type: none"> • for NOx: 35 per cent by 2007 and 43 per cent by 2010; • for VOCs: 36 per cent by 2007 and by 39 per cent by 2010. <p>Indicator: Emissions from vehicles,</p>	<ul style="list-style-type: none"> • Develop tools to implement the 10 year agenda for vehicles and fuels. • Develop multi-emission reduction strategies (MERS) for some of the major industrial sources. • Expand the National Pollutant Release Inventory (NPRI) to include smog pollutants and use the information reported to lever industrial action. • Encourage industry leaders to move beyond compliance. • Develop and expand a national smog forecasting program and index.

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
	<p>engines and fuels are reduced.</p> <p>Target: Smog forming emissions from new vehicles are reduced by 90 per cent by 2010 compared to 2000.</p> <p>Target: Smog forming emissions from new off-road equipment reduced by at least 60 per cent by 2010 from 2000 levels.</p> <p>Indicator: Emissions from industrial and other sectors are reduced.</p> <p>Indicator: Canadians take action to reduce air pollution.</p> <p>Target: Canadians and their communities are engaged in actions to reduce their emissions and support government actions.</p> <p>Indicator: Canadians understand how to interpret air quality information and are aware of actions they can take.</p> <p>Target: Canadians have better access and make better use of information and tools to interpret air pollution information and the impact on their health and on the health of vulnerable populations.</p>	<ul style="list-style-type: none"> • Report on air quality, and its causes, through enhanced NPRI and National Air Pollution Surveillance (NAPS)/ Canadian Air and Precipitation Monitoring Network (CAPMoN). • Form partnerships with the medical, public health and NGO community, especially targeting most vulnerable groups to strengthen reach and authority of air quality information.
Area of Focus #3: Acid Rain		
<ul style="list-style-type: none"> • Implement Canada Wide Acid Rain Strategy and conduct ecosystem monitoring. 	<p>Indicator: Canadian emissions of sulphur dioxide and nitrogen oxides.</p> <p>Target: Continue to meet permanent national limit on sulphur dioxide emissions of 3.2 million tonnes annually (first met in 1993).</p> <p>Targets: Reduce SO₂ emissions by 50 per cent from cap by 2010 in Ontario, Quebec, New Brunswick and Nova Scotia.</p> <p>Reduce transboundary flow of SO₂ emissions from the U.S.</p>	<ul style="list-style-type: none"> • Modelling and federal-provincial agreements. • Canada-U.S. agreement from further SO₂ cuts in U.S. (beyond 2004).
Area of Focus #4: Hazardous Air Pollutants		
<ul style="list-style-type: none"> • Support international control regimes for persistent organic pollutants (POPs) and heavy metals. • Implement CWS for mercury emissions and products. 	<p>Indicator: Atmospheric deposition of hazardous air pollutants (HAPs).</p> <p>Target: Under development for mercury.</p> <p>Target: Virtually eliminate 12 POPs identified in the United Nations Environment Programme (UNEP) (global) POPs Convention from the Canadian environment.</p>	<ul style="list-style-type: none"> • Develop measures for vehicles and fuels emissions and sources of volatile organic compounds. • Encourage other countries to ratify and implement the UNEP POPs Convention and the United Nations Economic Commission for Europe (UN/ECE) POPs and Heavy Metals Protocols. • Build capacity in targeted developing countries and countries with economies in transition.

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #5: Stratospheric Ozone		
<ul style="list-style-type: none"> • Compliance with the Montreal Protocol and implementation of the domestic agenda for Montreal Protocol. • Provide assistance to developing countries to meet their Montreal Protocol obligations. 	<p>Indicator: Domestic consumption and production of ozone depleting substances.</p> <p>Targets: Reduce consumption of hydrochlorofluorocarbons (HCFCs) - 35 per cent by 2004 (base year 1996).</p> <p>Reduce production and consumption of methyl bromide - 50 per cent by 2001 (base year 1991).</p>	<ul style="list-style-type: none"> • Enforcement of ozone-depleting substances regulations. • Negotiate replenishment of Multilateral Fund for the Implementation of the Montreal Protocol (2002). • Contribute to international assessment and provisions of controls of new ODS.

LONG-TERM KEY RESULT: UNDERSTANDING, AND PREVENTION OR REDUCTION OF THE ENVIRONMENTAL AND HUMAN HEALTH IMPACTS POSED BY TOXIC SUBSTANCES AND OTHER SUBSTANCES OF CONCERN.

Over the past 20 years, scientists have learned a great deal about the detrimental effects of toxic substances. Some toxic substances can be transported over long distances through air or water. Some can persist in the environment and, while present in only barely detectable amounts, can adversely affect many species and ultimately ecosystems. They can also build up in the tissues of aquatic species and animals that many Canadians consume. Some Aboriginal peoples and others who rely heavily on such species for their food are especially vulnerable.

Some toxic substances can bioaccumulate to a point where they represent a danger to our health, the health of future generations, and the health of ecosystems. While all Canadians are affected, the greatest health risk is to young children (exposure to toxic substances can affect fetal, infant and childhood growth by impairing development of nervous systems and causing abnormal development), and the elderly. Some substances can exert a direct toxic effect on animals, plants or humans, while the volume and nature of other substances can pose risks to the environment and human health.

In addition to harmful effects on health and the environment, there are economic consequences to the release of these substances into the environment. The costs and liabilities associated with remedial measures and the disposal of wastes impose substantial economic burdens on Canadians. Our recognition of the effects of toxic substances and the implications of managing them have led us to consider a broad spectrum of environmental, economic and social issues that affect the health of Canadians and the Canadian environment. A scientifically risk-based approach is used by the Department.

Departmental Focus and Priorities:

In this context, Environment Canada’s priorities for the planning period will focus on:

- ❑ Implementing and delivering on the *Canadian Environmental Protection Act 1999* (CEPA 1999). The focus will be on risk assessment, risk management, environmental emergency regulations, hazardous waste, and enforcement.

- ❑ Completing the **Phase 1 clean-up of Sydney Tar Ponds and assessment of studies** to determine requirements for **Phase 2**.

Challenges and Management Strategies:

Canadians and their ecosystems continue to be exposed to potentially harmful level of many toxic pollutants. CEPA 1999 imposes an obligation to assess substances already in use in Canada for their toxicity and is the main federal legislation for protecting the environment and human health. It also requires that all new chemical, polymer and biotechnology substances be assessed prior to manufacture, import or sale in Canada. There are over 1000 new substances assessed by Environment Canada annually.

Environment Canada is responsible for the implementation of most of CEPA 1999 but jointly administers the research, categorization, assessment and management of toxic substances with Health Canada. Environment Canada is required to determine if substances pose unacceptable environmental risks and, if so, ensure that management measures are in place within a specific timeframe. Management measures can be selected from a broad tool kit. The consultation process also has an impact on timelines. This heavy agenda represents a significant challenge for the Department.

Over the next few years, Clean Environment will be operating with decreasing funds as some resources from Budget 1999 end in 2004. Clean Environment must set priorities and be flexible enough to manage effectively within existing resources to implement this heavy agenda. Furthermore, resources for Phase 1 of the Sydney Tar Ponds were diverted to conduct additional health studies and to do site specific remediation outside the original area of focus.

Performance Framework:

Achieving the “toxics result” involves the management of the following three areas of focus:

- ❑ Existing substances - adverse impacts on human health and the environment from existing substances of concern are understood by Canadians, and prevented and/or reduced;
- ❑ New substances - adverse impacts on human health and the environment from new substances and new activities are understood by Canadians, and prevented; and
- ❑ PBTs - persistent, bioaccumulative toxic substances are virtually eliminated.

The following table shows those “areas of focus” with the high level strategies, long-term indicators, targets, and commitments for the next three years.

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #6: Existing Substances		
<ul style="list-style-type: none"> • Risk assessment of substances already in the marketplace. 	<p>Indicator: Identification of “CEPA toxics”.</p> <p>Targets: Categorize all of the approximately 23,000 substances on the Domestic Substances List (jointly with Health Canada) by 2006.</p>	<ul style="list-style-type: none"> • Conclusion and release of Priority Substances List 1 (PSL 1) assessment reports where there was insufficient information to conclude on “toxicity” to the environment or health. • Publish statements from the Ministers of Environment Canada and Health Canada in the Canada Gazette

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
	<p>Carry out screening level risk assessments for those substances identified as persistent and inherently toxic, or bioaccumulative and inherently toxic, in a responsible manner that ensures resources are applied adequately to priorities for assessment.</p> <p>Assess other substances of concern that become banned or severely restricted by other domestic and international jurisdictions.</p>	<p>recommending to the Governor in Council that several substances identified through PSL 2 process be added to the List of Toxic Substances in Schedule 1 of CEPA 1999.</p> <ul style="list-style-type: none"> • Develop information exchange procedures and establish criteria to apply in reviewing the decisions of other jurisdictions.
<ul style="list-style-type: none"> • Risk management actions to address sources of greatest concern for those substances added to list of toxic substances (Schedule I of CEPA 1999). 	<p>Indicator: Preventive and control instruments in place for domestic uses and release of toxic substances.</p> <p>Target: Each year 10-20 CEPA toxic substances are anticipated.</p>	<ul style="list-style-type: none"> • Risk Management – focus on the management of transitional toxics and PSL 1 & 2 using new risk management tools when appropriate. Includes municipal waste water effluents and the linkages to the <i>Fisheries Act</i>. • Following the publication of PSL 2 toxic substances, the Ministers of Environment Canada and HC will have two years to propose a regulation or instrument in relation to prevention or control of the substances and a further 18 months after that to finalize and publish it in the Canada Gazette. • Voluntary initiatives - development and implementation of environmental performance agreements and successor program to Accelerated Reduction/Elimination of Toxics (ARET). • Promulgate regulations under S. 200 of CEPA 1999 that require the preparation and implementation of Environmental Emergency Plans at facilities that manage substances which, if released as a result of an environmental emergency, may harm human health or environmental quality. • Hazardous Waste Management <ul style="list-style-type: none"> – Develop several regulations (e.g., PCB import and export regulations, federal hazardous waste regulations Interprovincial/Territorial Movement of Hazardous Waste Regulations and amendments to the <i>Export and Import of Hazardous Waste Regulations</i>). – Develop a National Regime on Environmentally Sound Management (ESM) and environmental liability for hazardous waste - criteria for ESM and guidelines with enhanced standards for landfilling, incineration, physical/chemical treatment, transfer stations and recycling. • As part of the enhanced security of transboundary movement of hazardous

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
		<p>wastes develop and implement real time tracking of exports and imports by applying e-Government initiatives like the “smart-card”.</p> <ul style="list-style-type: none"> • Work to implement the Global, Regional and National Programmes of Action for the Protection of the Marine Environment from Land-based Sources of Pollution. • Environment Canada will meet its responsibilities for growing area classification under the Canadian Shellfish Sanitation Program (CSSP). • Negotiate amendments to the current cost-sharing agreement for the first phase of remediation of the Sydney Tar Ponds/Coke Ovens . Build on progress and assessments made under the current agreement to determine further needs for another phase of risk management for the remediation of the site.
<ul style="list-style-type: none"> • Ensure effectiveness of risk management mechanisms. 	<p>Indicator: Increased rates of compliance with regulations.</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • Enforcement – particular focus on ozone depleting substances, new substances notification and the import and export of hazardous waste.
Area of Focus #7: New Substances		
<ul style="list-style-type: none"> • Identify and implement management controls. 	<p>Indicator: All notified substances assessed and conditions or other controls issued within regulatory timeframes for all substances suspected of being toxic.</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • Assessment of over 1,300 new substances notifications per year. • Support activities of Health Canada on new food and drug regulations and work with the Department of Fisheries and Oceans and the Canadian Food Inspection Agency to develop an appropriate regime for transgenic fish and animals.
<ul style="list-style-type: none"> • Work toward ratification decision on Biosafety Protocol. 	<p>Indicator and target: To be determined.</p>	<ul style="list-style-type: none"> • Work with other departments and agencies to address outstanding implementation concerns. • Ensure regulatory regime is in place to support ratification.
<ul style="list-style-type: none"> • Provide advice on environmental assessments of policies, plans, programs and projects. 		<ul style="list-style-type: none"> • Environmental assessment (EA) follow-up monitoring to verify adoption and effectiveness of environmental assessment recommendations and EA prediction.
Area of Focus #8: Persistent, Bioaccumulative Toxic Substances (PBTs)		
<ul style="list-style-type: none"> • Work to virtually eliminate releases of PBTs into the environment. 	<p>Indicator: Prevention or control instruments in place for PBT substances</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • Implementation plan for CWS for Dioxins and Furans from federal incinerators. • Development of a list of substances scheduled for virtual elimination.

3.2 Nature Business Line

A - Business Line Overview

Canada is recognized internationally for its natural wealth. This includes its wildlife, forests, water and protected areas. But this wealth is in jeopardy. In Canada, 387 species are currently identified as endangered, threatened or of special concern. Sixty-two per cent of Canada's wetlands have been lost since 1960. And the Walkerton tragedy has raised concerns about one of our most basic natural resources — water.

*Strategic Outcome —
To conserve the
biodiversity of healthy
ecosystems.*

On a global scale, Canada contains 20 per cent of the world's remaining natural areas, nine per cent of its fresh water and 10 per cent of its forests. Within its ecosystems are found some 200 species of mammals, 400 species of birds, 1,100 species of fish, 80 species of reptiles and amphibians, 30,000 species of invertebrates, and 4,000 species of plants. About 8 per cent of Canada — nearly 80 million hectares — lies within protected areas.

Canadians identify closely with nature and believe it is important to their quality of life. In fact, 98 per cent of Canadians agree that nature, in all its variety, is essential to human survival. As well, the most recent Survey on the Importance of Nature to Canadians says Canadians commit large amounts of their leisure time to activities that depend on natural areas and wildlife. In 1996, 20 million Canadians (84.6 per cent of the population aged 15 years and over) took part in one or more nature-related activities in Canada.

Yet despite this profound respect for nature, our natural capital is at risk. As economies and populations grow, there is an increasing strain on this capital — from climate change and other atmospheric processes and changes, air and water pollution, alien invasive species, land use practices, and over-harvesting. Within Canada, population growth in major urban regions and corridors is exerting undue stress on natural ecosystems and their capacity for self-renewal.

In the Nature Business Line, Environment Canada acts to conserve the biodiversity of healthy ecosystems by building shared sustainability strategies for Canada's wildlife and ecosystems, contributing to science understanding of ecosystems, and developing partnerships to improve the health of nationally significant ecosystems. In this business line, Environment Canada discharges federal responsibilities for managing wildlife (particularly migratory birds and species at risk), fresh water, and wetland resources, and also develops the science and technology policies and practices used throughout the Department.

Long-Term Key Results:

Environment Canada, through the Nature Business Line, aims to achieve, in partnership with others, the following three long-term key results:

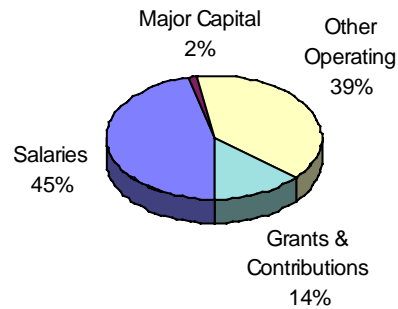
- conservation of biological diversity
- understanding and reduction of human impacts on the health of ecosystems
- conservation and restoration of priority ecosystems

B - Planned Spending

(\$ millions)	Forecast Spending 2001-02*	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Long-Term Results				
• Conservation of biological diversity.	69.3	69.8	72.7	71.6
• Understanding and reduction of human impacts on the health of ecosystems.	50.1	41.6	39.8	40.1
• Conservation and restoration of priority ecosystems.	83.3	76.6	75.8	74.2
Gross Planned Spending	202.7	188.0	188.3	185.9
Less: Respendable Revenue	(11.3)	(10.2)	(10.1)	(10.1)
Net Planned Spending	191.4	177.8	178.2	175.8

* Reflects best forecast of total planned spending to the end of the fiscal year.

**2002-03 Gross Planned Spending by Input Factor
(\$188.0M)**



C - Key Result Commitments, Expected Results, Plans and Priorities

LONG-TERM KEY RESULT: CONSERVATION OF BIOLOGICAL DIVERSITY.

Human induced pressures on biodiversity continue to result in significant declines in many species of animals and plants, in certain cases pushing them to the edge of extinction. At the other end of the spectrum, some human activities that upset ecological balances have led to burgeoning populations of some species now considered overabundant, again presenting conservation challenges. Urbanization, agricultural intensification, forest harvesting and other resource extraction industries are increasingly leading to habitat loss and fragmentation, a concern that is further compounded by the long-term effects of acid precipitation, widespread and expanding use of pesticides and other toxic chemicals, and the threat of global climate change. Traditional uses of wildlife, such as hunting for food and tourism add to the impacts of human activities on our wildlife populations, and increased international human movement and trade have led to new threats from introduced diseases and alien invasive species.

Departmental Focus and Priorities:

Environment Canada's priorities for the next three years for achieving this long-term result include:

- ❑ Implement the **National Strategy for the Protection of Species at Risk**, including the Accord for the Protection of Species at Risk; the Habitat Stewardship Program; and the proposed *Species at Risk Act* (SARA). Other initiatives that will assist in meeting the long-term objectives of this program include actions relating to the Committee on the Status of Endangered Wildlife in Canada (COSEWIC) and the recovery process for species at risk.
- ❑ Operationalize the **North American Bird Conservation Initiative (NABCI)**. In 1995, the Protocol amending the Migratory Birds Convention was signed, bringing this historic treaty up-to-date. This international treaty places priority on the conservation of North American migratory birds and recognizes the Aboriginal and treaty rights of the Aboriginal Peoples of Canada.

With the protocol now in force, a new, more comprehensive approach to migratory bird conservation is being implemented internationally and within Canada. The North American Bird Conservation Initiative (NABCI) has been embraced to deliver on the full spectrum of bird conservation programs through regionally-based, biologically-driven landscape oriented partnerships. The four pillars of NABCI are: the North American Waterfowl Management Plan (NAWMP) for waterfowl; Wings Over Water (WOW) for water and seabirds; the Canadian Shorebird Conservation Initiative for shorebirds and Partners in Flight for landbirds. Identified in the table below are efforts focused in a number of areas to strengthen our ability to deliver on our mandate.

- ❑ Develop a **Protected Areas Strategy**. The Department has a number of new and ongoing initiatives designed to protect, conserve and rehabilitate habitats significant to migratory birds and species at risk. All of the programs are of a stewardship nature - working with key partners, such as land owners and resource users - to achieve a common set of conservation goals. Our goals are achieved through the Ecological Gifts Program, the Habitat Stewardship

Program, NAWMP and our own departmental protected areas network of Migratory Bird Sanctuaries and National Wildlife Areas. Through these programs, the Department influences approximately \$100 million in stewardship programming in Canada. Our own departmental focus this year will be on developing an Environment Canada protected areas strategy and then working with key federal partners to develop a federal protected areas strategy.

- **Develop the four priorities of the Canadian Biodiversity Strategy (CBS).** In 2002-03, efforts will be focused on working with the provincial and territorial governments and other government departments to develop plans for endorsement by Ministers for implementing the CBS. The four priorities include: developing a biodiversity science agenda for Canada that includes a biological information management component; enhancing our capacity to report on the status and trends of biodiversity; understanding and addressing the threat of alien invasive species; and, engaging and enabling Canadians, through stewardship.

Challenges and Management Strategies:

Environment Canada's wildlife conservation mandate continues to derive largely from the *Migratory Birds Convention Act*, the *Canada Wildlife Act*, the *Wild Animal and Plant Protection and Regulation of International Trade Act* and components of federal legislation and commitments such as the Canadian Biodiversity Strategy and the *Canadian Environmental Assessment Act*. The proposed *Species at Risk Act* will formally expand the Department's mandate to address the protection and recovery of species at risk.

There have been a number of influencing factors that have created both new and ongoing challenges on the wildlife conservation front:

- With redefined treaty obligations, the development of Aboriginal government systems, wildlife management boards and the Protocol amending the Migratory Birds Convention, there is a need to develop new regulatory and conservation regimes to accommodate traditional harvest and accommodate active participation of Aboriginal peoples in wildlife management. The Department is currently developing an Aboriginal engagement strategy to address some of these issues.
- Another emerging challenge is the need to assess the impacts on wildlife of industrial and commercial activities such as mining, forestry, agriculture, energy development and transportation. Environment Canada will work cooperatively with other federal departments, non-government organizations and resource associations to foster sustainable industrial activities to maintain ecological integrity and conserve biodiversity.
- The increasing flow of goods across borders brings increasing challenges to the conservation of wildlife. Increased likelihood of colonization by alien invasive species, together with threats to migratory species when they are outside Canada, add to international concerns. Many of the international conventions and agreements Canada is signatory to are now seen as bringing new obligations as well as opportunities.
- While wildlife tends to be under federal or provincial/territorial jurisdiction, actions that conserve these species need to be identified and undertaken cooperatively. Such approaches are outlined in A Wildlife Policy for Canada, the Canadian Biodiversity Strategy, the Accord for the Protection of Species at Risk and NABCI. The Department will continue to maintain and enhance these approaches as we deliver on our conservation mandate.
- Although the Department's conservation challenges and obligations have continued to expand, the resources to address some of the challenges have not increased accordingly. As

a result, our partnerships are more important than ever. Non-government partners are increasingly recognized as integral players in wildlife conservation, bringing expertise, resources and alternative approaches to the table. The Department will continue to foster our partnerships with wildlife conservation organizations, universities, industry associations and landowners across Canada.

- There is an increasing challenge to resolve landscape-level pressures on wildlife and its habitat as a result of environmental, social and economic factors. The Department will address this challenge by furthering such initiatives as the North American Bird Conservation Initiative, developing a Canada-wide Stewardship Action Plan, developing an Environment Canada protected areas strategy and contributing to a federal protected areas strategy.

Performance Framework:

The “biological diversity” long-term result is divided into four areas of focus. The following table shows those “areas of focus” with the high level strategies, long-term indicators, targets, and commitments for the next three years. Note that “SDS” marks the commitments which contribute to Environment Canada’s Sustainable Development Strategy (SDS).

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #1: Species at Risk		
<ul style="list-style-type: none"> • Continue to implement the National Strategy for the Protection of Species at Risk. • Continue to address new challenges such as the incorporation of traditional knowledge in the assessment process of the Committee on the Status of Endangered Wildlife in Canada (COSEWIC). • Implement a revised National Recovery Process for species at risk and link recovery-related tracking to the Habitat Stewardship Program. • Contribute to the development of an Aboriginal engagement strategy. • Continue to use stakeholder consultations and participation as a way to achieve the desired results. 	<p>Indicators: Change in species status over time.</p> <p>Recovery trends for species at risk, percentage of threatened and endangered species of migratory birds with stable or increasing populations.</p> <p>Targets: Threatened or endangered species populations under federal jurisdiction meet the objectives of recovery strategies and action plans within 15 years.</p> <p>No species of special concern under federal jurisdiction is listed as threatened or endangered.</p> <p>Species at risk are protected through continuing implementation of the Accord for the Protection of Species at Risk in Canada by all jurisdictions.</p>	<ul style="list-style-type: none"> • Continue to guide the proposed <i>Species at Risk Act</i> (SARA) through the House of Commons and develop an initial set of regulations by 2002-03. • http://www.speciesatrisk.gc.ca/sar/medi a/back2_e.htm • Continue work on Parts I and II and draft Part III (implementation issues) of the draft bilateral agreements under the Accord for the Protection of Species at Risk with pilot jurisdictions of Ontario, British Columbia and the Yukon. • Complete re-assessments for 40 endangered and threatened species by 2002-03. • Establish a new Interdepartmental Recovery Fund by 2002-03. • Link recovery-related tracking to the Habitat Stewardship Program tracking system by 2002-03. • Produce guidelines, standards and criteria for recovery-related processes under the proposed <i>Species at Risk Act</i> (SARA). • Develop a national strategy for the prevention and control of alien invasive species.
Area of Focus #2: Habitat		
<ul style="list-style-type: none"> • Develop an Environment Canada protected areas strategy and assist in developing a federal protected areas strategy. 	<p>Indicators: Trends in area of wildlife habitat conserved, protected and rehabilitated under direct Environment Canada actions.</p>	<ul style="list-style-type: none"> • Develop an Environment Canada protected areas strategy in 2002-03 and work cooperatively with other key federal departments in developing a

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
<ul style="list-style-type: none"> • Develop a Canada Wide Stewardship Action Plan. • Continue to promote the stewardship approach in all new and renewed conservation initiatives. • Contribute to the development of an Aboriginal engagement strategy. • Continue to use stakeholder consultations and participation as a way to achieve the desired results. 	<p>Trends in area of wildlife habitat conserved, protected and rehabilitated through stewardship, conservation land agreements, ecological gifts, etc.</p> <p>Targets: ^{SDS} Habitats are conserved, protected, and rehabilitated to meet the objectives of CWS's conservation plans for migratory birds and species at risk within 15 years.</p> <p>^{SDS} Use ecosystem approach principles when making resource management decisions.</p>	<p>federal protected areas strategy.</p> <ul style="list-style-type: none"> ▶ http://www.cws-scf.ec.gc.ca/hww-fap/nwambs/nwambs.html • Continue to implement the Ecological Gifts Program and evolve the “gifting rules” to address other forms of land donations. ▶ http://www.cws-scf.ec.gc.ca/ecogifts/index_e.cfm • Continue to implement and enhance the Habitat Stewardship Program including aligning the program with recovery strategies and action plans and enhancing Aboriginal involvement. • Develop the 2003 NAWMP Update including revised international objectives regarding habitat.
Area of Focus #3: Migratory Birds		
<ul style="list-style-type: none"> • Implement the North American Bird Conservation Initiative (NABCI). • Continue to foster existing and develop new science partnerships with universities and other federal departments. • Contribute to the development of an Aboriginal engagement strategy. • Continue to foster international cooperation through our work on various international agreements, conventions and strategies. • Continue to use stakeholder consultations and participation as a way to achieve the desired results. 	<p>Indicator: Population trends of migratory bird species.</p> <p>Target: ^{SDS} Migratory bird populations are sustained at healthy levels by the year 2020 and ensure access to migratory birds in a fair and equitable manner.</p>	<ul style="list-style-type: none"> • An international agreement on the NABCI will be established and demonstration projects implemented. • National plans will be in place or in draft form for the four bird groups of the NABCI. ▶ http://www.nawmp.ca/ • The NAWMP Update will have revised international species objectives. • Revisions to the <i>Migratory Bird Regulations</i> required by the Joint Committee on Scrutiny of Regulations will be completed in 2002-03. • A strategic plan for the migratory bird program of the Canadian Wildlife Service will be completed in 2002-03. • Secure inter-agency agreement among Environment Canada, Transport Canada, Department of Fisheries and Oceans and implement coordinated investigation and enforcement initiatives toward protecting Canada's marine birds from chronic discharges of oily bilge water by ships at sea.
Area of Focus #4: Broader Conservation Agenda		
<ul style="list-style-type: none"> • Ongoing and enhanced partnerships with provinces/territories, non-government organizations and our international partners are critical to the delivery of results under this broader agenda. 	<p>Target: Facilitate the development of a broader conservation agenda.</p>	<ul style="list-style-type: none"> • Develop implementation plans for the four priority areas of the Canadian Biodiversity Strategy (CBS) including <ul style="list-style-type: none"> – developing a biodiversity science agenda with a biological information component by 2003 and a strategy to enhance the collection, management, sharing, analysis and accessibility of biological information to better support decision making by the fall of 2002;

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
		<ul style="list-style-type: none"> – by 2002, developing a plan aimed at enhancing capacity to monitor and report on status and trends; – by 2002, developing a draft plan to address the growing threat of alien invasive species; and – engaging and enabling Canadians, promoting stewardship (develop, by fall 2003, a biodiversity stewardship strategy that builds on the Canada-wide Stewardship Action Plan).

LONG-TERM KEY RESULT: UNDERSTANDING AND REDUCTION OF HUMAN IMPACTS ON THE HEALTH OF ECOSYSTEMS.

The ability to secure a clean and healthy environment for Canadians depends on our capacity to understand how our ecosystems are affected by human-induced stressors and to transfer that knowledge to Canadians and the global community so that it can be incorporated into decision-making. An understanding of the ecosystem structure, processes and functions, as well as the effects of economic activities is a critical requirement for an effective ecosystem-based management approach and of fundamental importance to sound decision-making.

Through ecosystem-based science, Environment Canada advances scientific knowledge and understanding by monitoring the environment to detect changes in Canada’s ecosystems; by creating the scientific knowledge required to understand the effects of human activities on the health of ecosystems; and by developing science-based options, recommendations and tools to support the development of management actions and ecosystem rehabilitation techniques and the establishment of science-based goals for the quality of the Canadian environment and the health of ecosystems.

Departmental Focus and Priorities:

Environment Canada’s priorities for the next three years for achieving this long-term result include:

- Enhanced environmental quality status and trends monitoring and reporting by:** releasing status and trends reports on key areas, and producing an environmental indicator synthesis report on ten years of tracking and improvements to the water quality monitoring network.
- Advanced scientific understanding of the effects human activities on the health of ecosystems** through further development of Canadian environmental science networks, like a. network on water; expanding the existing role of the National Water Research Institute geographically and building capacity on key issues and developing a federal research strategy to address the ecosystem effects of genetically modified organisms.

Challenges and Management Strategies:

Environment Canada is committed to generating new scientific knowledge to help us understand the impact of human activities on the health of ecosystems and to providing timely and credible information and advice to decision makers in Canada and abroad so they can make informed decisions.

The major challenges for this result are to enhance existing partnerships and build new ones at the national and international level in order to have an integrated approach and agenda for addressing key environmental issues; to identify and address gaps for research, monitoring, and reporting on existing and emerging issues; and to rethink old methods, use new tools, and design systems to provide integrated, timely and accessible information and advice to Canadians.

In working with partners, the Department aims to take a leadership role in sustaining Canada’s environment by:

- aligning its research, monitoring and reporting objectives and those of Canadian partners with the goals of sustainable development;
- tapping the expertise of partners and using that information to address domestic environmental concerns and to provide opportunities for Canadians;
- transferring research and monitoring findings, knowledge, tools and technologies to partners and, where appropriate, commercializing research outputs;
- sharing resources in order to carry out research, monitoring and reporting more effectively and efficiently;
- striving to maintain — and, where feasible, strengthen — Canada’s involvement in international research and monitoring programs; and
- working to ensure that sound science and technology are available in a useable form for environmental decision making.

Performance Framework:

The “health of ecosystems” long-term result is divided into four areas of focus. The following table shows those areas of focus with the high level strategies, long-term indicators, targets, and commitments for the next three years. Note that SDS marks the commitments which contribute to Environment Canada’s Sustainable Development Strategy (SDS).

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #5: Provide timely information and advice to Canadians		
<ul style="list-style-type: none"> • Environmental monitoring to describe ecosystem status and trends and provide early detection of ecosystem changes. • Communicate status and trends of ecosystem health. • Enhance existing partnerships and build new ones. 	<p>Indicator: Effective monitoring and reporting systems in place.</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • Produce ecosystem status and trends reports e.g., Water Quality Index in Atlantic Provinces; metals in wildlife, climate change and hydrology 2002-05. • Produce environmental indicator synthesis report on 10 years of tracking (2002-03) and develop new indicators in areas such as biodiversity, emissions and effects of toxic chemicals, water, solid waste generation and management, (2002-05). • Improve the integration of monitoring and reporting on key issues e.g., water

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
		quality monitoring network of networks and national water quality data referencing network (2002-05).
Area of Focus #6: Advance science understanding		
<ul style="list-style-type: none"> • Enhance partnerships on existing issues and build new partnerships on emerging ones. • Integrated science assessments to create, review, interpret and synthesize knowledge on known and emerging environmental issues. • Communicate new scientific knowledge. 	<p>Indicator: Evidence of new tools to advance scientific understanding.</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • ^{SDS} Explore and build, together with the environmental science community and others, ways of enhancing the effectiveness and efficiency of Canadian environmental science research through networking and partnership opportunities e.g., network on water (2002-05). • Enhance scientific research by strengthening the role of the National Water Research Institute (NWRI) through: <ul style="list-style-type: none"> – the geographical expansion of the current mandate by shifting the lead for current program areas e.g., integrated basin management and cumulative impact research to Atlantic region and climate change to Pacific region (2002-03); – expansion of the NWRI mandate e.g., rebuilding the capacity for microbiological water quality research and wastewater management research (2002-05). • Develop new knowledge on research issues identified in the Nature Research Agenda (2002-05): <ul style="list-style-type: none"> – Develop a federal research strategy to address the effects of genetically modified organisms on ecosystems in 2002-03. – Develop a research strategy on pharmaceuticals (2002-03). – Transfer new knowledge and link water science on the degradation and protection of Canada's groundwater from a variety of human activities and natural sources, as well as its impact on private and public drinking water, aquatic ecosystems, and surface waters to policy; effects of agricultural activities on water quality; groundwater quality; and water re-use and re-cycling. (2002-03). • Conduct and publish science assessments on key environmental issues e.g., pulp and paper 10-year retrospective, taste and odour in drinking water sources, contaminated sediments (2002-05).

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #7: Contribute science-based advice and solutions		
<ul style="list-style-type: none"> Development of science-based solutions including the development of science-based benchmarks and tools to assess and measure the state of ecosystem health and advice on management actions. 	<p>Indicator and Target: Under development.</p>	<ul style="list-style-type: none"> Review and explore, together with federal, provincial and territorial partners, opportunities for enhancing and accelerating the development of national guidelines for water quality. (2002-05). Advance Environmental Effects Monitoring (EEM) through the release of Cycle 2 Results on Pulp and Paper (2002-03), implementation of Metal Mining EEM program (2002-03) and explore application of EEM to other sectors e.g., aquaculture and municipal wastewater (2002-05).
Area of Focus #8: S&T Capacity		
<ul style="list-style-type: none"> Enhanced partnerships to advance excellence in science. 	<p>Indicator and Target: Under development.</p>	<ul style="list-style-type: none"> Strengthen Environment Canada policies and practices linking science and policy e.g., implement federal S&T Advice framework (2002-03). Explore and develop new mechanisms and strengthen existing ones to better integrate federal S&T and link it with external S&T e.g., renewal of the 5NR MOU (Memorandum of Understanding on S&T for Sustainable Development) Business Plan; explore opportunities for federal innovation networks of excellence. Respond to and implement recommendations of reports of the Council of S&T Advisors e.g., framework for excellence in science, human resources, communications (2002-05).

LONG-TERM KEY RESULT: CONSERVATION AND RESTORATION OF PRIORITY ECOSYSTEMS.

Major ecosystems are under continual long-term threat from a number of stressors such as increased population, industrial activity, and unsustainable land use. These activities are leading to increased air and water pollution and the disappearance of habitat required to maintain the natural balance of living things and their environment. In particular, water issues have become an increasing concern to Canadians and their governments. Science capacity is critical for understanding and addressing these threats. Environment Canada plays a strong role in research, the monitoring and assessment of freshwater resources and ecosystems, the development of water quality guidelines, the control of toxic substances and the promotion of pollution prevention.

Departmental Focus and Priorities:

In this context, the priorities for the three years will focus on:

- Enhanced collaboration with provinces and territories on water issues of national significance** through the Canadian Council of Ministers of the Environment.
- Prevention of transboundary water pollution and protecting water resources.**
- Using Ecosystem Initiatives (EI)** to change decision making and human behaviour.

Challenges and Management Strategies:

Water — Canada is not immune to risks associated with the contamination of water. Canadians are concerned about the quality and sustainability of their water, including drinking water and source water protection. There is an increasing need to reevaluate the instruments and institutional arrangements that govern water management in Canada.

Through the Canadian Council of Ministers of the Environment (CCME), Environment Canada is working with its provincial and territorial counterparts to ensure clean, safe and secure water for Canadians. Ongoing and future efforts to protect water quality from source to tap include: focusing on water quality research priorities; sharing best management practices; developing a water quality monitoring network of networks; improving Internet-based information on water quality; and accelerating the development of water quality guidelines.

Federally, Environment Canada is working with other departments to fulfill our responsibilities for water. Our strategy for addressing this challenge relies upon stronger integration at the federal level to ensure complementary actions and policies related to water. A more strongly integrated federal family will be better able to support integration at the federal-provincial-territorial level.

In addition to environment ministries, water management responsibilities are shared by other ministries including health, agriculture, natural resources and fisheries. Progress is occurring at differing rates within each of these sectors and an important challenge over the next three years will be to better integrate the work of these sectors.

Ecosystem Initiatives — Ecosystems initiatives are cooperative efforts to address complex environmental issues affecting targeted ecosystems. Ecosystem initiatives help Canadians achieve environmental results through partnerships, pooling resources, focusing science, coordinating efforts, sharing information and experiences, and generating a broad basis of support. They help build the capacity of all the players involved to make better decisions and to effect change.

Environment Canada works with a broad spectrum of governments and communities of interest in pursuit of shared objectives in six ecosystem initiatives in Canada, namely, the Georgia Basin Ecosystem Initiative, the Northern Rivers Ecosystem Initiative, the Northern Ecosystem Initiative, the St. Lawrence Vision 2000, the Atlantic Coastal Action Program and Great Lakes 2020.

Performance Framework:

The “priority ecosystems” long-term result is divided into two areas of focus. The following table shows those areas of focus with the high level strategies, long-term indicators, targets, and commitments for the next three years.

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #9: Water		
	<p>Indicator: Under development.</p> <p>Target: Clean, safe and secure water for all uses.</p>	<ul style="list-style-type: none"> • Pursue with other key departments, proposals to strengthen federal activities relating to water management. • Continue to work with provinces and territories to seek agreement on and develop collaborative approaches for addressing key issues of national significance related to water management (e.g., science priorities). • Promote Canadian water management and science expertise globally through international forums.
Area of Focus #10 Ecosystem Initiatives		
	<p>Indicator: Evidence of increased scientific understanding.</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • Report in 2003 on the results of the scientific research conducted under the Northern Rivers Ecosystem Initiative, in areas such as contaminants, endocrine disruption, and hydrology. • By 2002, through the Northern Ecosystem Initiative, advance knowledge, tools and awareness of how northern communities and ecosystems are affected by climate change, development activities and contaminants. • Through the Georgia Basin Ecosystem Initiative, report findings on the effects of endocrine disrupting substances on fish and crayfish in the Lower Fraser Valley are reported in 2002. • Through the Georgia Basin Ecosystem Initiative, support local government planning processes to sustain ecosystem health through the provision and coordinated dissemination of science and best management practices for watershed and habitat protection, and “smart growth” urban planning tools and processes.
	<p>Indicator: Evidence of public awareness and capacity.</p> <p>Target: Under the Great Lakes Program, federal actions completed in 13 Areas of Concern by 2005.</p>	<ul style="list-style-type: none"> • Under Great Lakes Basin 2020, a new Canada-Ontario Agreement Respecting the Great Lakes Basin Ecosystem will be signed in 2002. • Announce the delisting of Severn Sound Area of Concern in 2002. • Under the St. Lawrence program, a new Canada-Quebec Agreement will be negotiated and signed by April 2003. • In 2002-03, through the Georgia Basin

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
		<p>Ecosystem Initiative, support the implementation of transboundary working groups and institutional processes for the development of a transboundary airshed management plan for the Georgia Basin – Puget Sound ecosystem.</p> <ul style="list-style-type: none"> • Through the Georgia Basin Ecosystem Initiative and the Georgia Basin Futures Project (using GB QUEST), improve the understanding of the inter-related dynamics of the ecological, economic and social systems in the Georgia Basin through a two year (2002- 2003) public consultation and outreach program. • Through the Georgia Basin Ecosystem Initiative, support the Greater Vancouver Regional District in the development of the “Sustainable Region Initiative, launched in 2002. • By 2002, under the Northern Ecosystem Initiative, reach agreement with 3 national Aboriginal organizations to participate in the initiative and develop staff capacity to implement knowledge and action projects in northern communities.
	<p>Indicator: Evidence of behavioural change and incremental environmental improvements.</p> <p>Target: Under the Georgia Basin Ecosystem Initiative, re-open greater than 25 per cent of closed shellfish harvesting areas in selected Georgia Basin communities by 2005.</p>	<ul style="list-style-type: none"> • In 2001-02, under the Atlantic Coastal Action Program, provide funding, technical and scientific support to over 100 projects sponsored by 18 Atlantic community-based ecosystem organizations. • By 2003, through the Georgia Basin Ecosystem Initiative, implement a Georgia Basin Toxic Chemicals Management Strategy. • By 2003, through the Georgia Basin Ecosystem Initiative, implement the Sensitive Ecosystem Inventory in the Sunshine Coast Region.

3.3 Weather and Environmental Predictions Business Line

A - Business Line Overview

Canadians are affected by weather and environmental conditions such as tornadoes, winter storms, floods, droughts, lake water levels, aircraft turbulence, and road icing. These conditions affect the health and safety of Canadians, their businesses, the economy and the environment. Operating 365 days per year, 24 hours per day, the Weather and Environmental Predictions (WEP) Business Line provides: a) warnings for health, safety, adaptation and reduced economic loss; b) weather and environmental forecasts and information for effective decision making (health, economic efficiency and environmental quality); and, c) knowledge and understanding for environmental policies based on sound science.

*Strategic Outcome —
Canadians adapt to
the influences and
impacts of
atmospheric and
related conditions, on
human health and
safety, economic
prosperity and
environmental quality.*

Challenges and Risks:

External Challenges and Risks: The importance of weather and environmental services is increasing as Canadians become more vulnerable to weather and environmental conditions. The change in vulnerability comes about as the population concentrates in urban areas, the infrastructure ages and new technology creates complex but vulnerable production and delivery systems.

The challenge to the WEP Business Line is to maintain or improve the time frames within which environmental hazards and issues such as climate change and environmental health are addressed to allow Canadians and their governments time to anticipate, prevent, withstand or adapt to them more effectively.

Internal Challenges and Risks: Reducing vulnerability by providing federal services for safety and security of Canadians has always been a cornerstone of government. Keeping those services modern and adaptive to changing economic and social needs is important to Canadians. Faced with several significant infrastructure and Human Resource issues, the WEP Business Line has begun a three-year transition to restore the integrity of Canada's 130-year old weather and water service. Using broadly based, permanent solutions, the transition positions the WEP Business Line to build for the future.

To build for the future, the WEP Business Line has set priorities and targets to rejuvenate its staff, reshape what it does, retool its infrastructure and reposition itself in the marketplace. The challenge for the WEP Business Line is to make the proper investments, to stay connected with

"Catastrophic losses threaten to occur more frequently in the future. This growing threat could seriously undermine our social and economic viability."

"Loss payments by governments and insurers around the world are doubling every 5 to 10 years. This is further evidence of the global trend toward costly natural disasters."

The Institute for Catastrophic Loss Reduction ICLR; <http://www.iclr.org>

Canadians and meet the changing needs of the Canadian people, their business and their environment.

Long-Term Key Results:

Through the Weather and Environmental Predictions Business Line, Environment Canada aims to achieve two long-term key results:

- ❑ reduced impact of weather and related hazards on health, safety and the economy
- ❑ adaptation to day-to-day and longer term changes in atmospheric, hydrological and ice conditions.

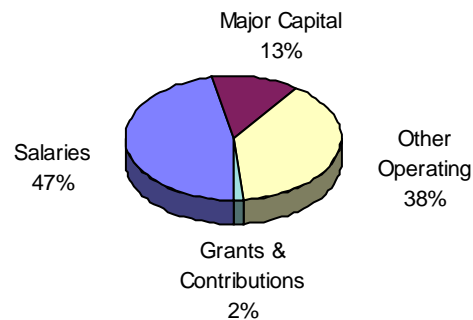
▶ To learn more about the Meteorological Service of Canada, visit http://www.msc-smc.ec.gc.ca/index_e.cfm

B - Planned Spending

(\$ millions)	Forecast Spending 2001-02*	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Long-Term Results				
• Reduced impact of weather and related hazards on health, safety and the economy.	185.1	192.5	183.5	186.4
• Adaptation to day-to-day and longer term changes in atmospheric, hydrological and ice conditions.	66.7	67.7	66.1	67.2
Gross Planned Spending	251.8	260.2	249.6	253.6
Less: Respendable Revenue	(68.5)	(69.3)	(69.7)	(70.0)
Net Planned Spending	183.3	190.9	179.9	183.6

* Reflects best forecast of total planned spending to the end of the fiscal year.

2002-03 Gross Planned Spending by Input Factor (\$260.2M)



C - Key Result Commitments, Expected Results, Plans and Priorities

LONG-TERM KEY RESULT: REDUCED IMPACT OF WEATHER AND RELATED HAZARDS ON HEALTH, SAFETY AND THE ECONOMY

Environment Canada, primarily through the media and electronic means, informs Canadians and first responders of high impact weather and other hazards. The objectives are to help Canadians and first responders understand the social and economic vulnerabilities from hazards and secondly to give them enough advance warning that they can react to minimize the impacts.

Departmental Focus and Priorities:

Environment Canada's priorities for the next three years for achieving this long-term result include:

- ❑ **Canadians recognize Environment Canada as the official source of warnings and the authority on meteorological standards in Canada.** This priority addresses the management priorities of responsible spending and management by results. Key areas of work include:
 - becoming affordable by addressing the operational shortfall
 - increasing operational effectiveness through performance, risk, results and financial frameworks
 - becoming sustainable by resolving S&T capacity, restoring network integrity and implementing life cycle management
 - increasing our visibility as Canada's supplier of warnings
 - improving staff and stakeholder awareness of long-term directions and changes due to transition
- ❑ **Optimizing the time that Canadians have to respond to high impact events,** not only through accurate and effective warnings, but through a philosophy of fostering resilient communities. In partnership with others, we must improve society's capacity to adapt, anticipate, mitigate, withstand and recover from high impact events and related hazards. This priority addresses the program and management priorities of reducing health impacts of environmental threats, a citizen focus and e-Government. Key areas of work include:
 - improving lead time, accuracy, utility and satisfaction with warnings
 - understanding factors affecting society's vulnerabilities and capacity to adapt
 - helping Canadians understand and reduce their vulnerability through outreach, education, and services
 - improving telecom capacity and the quality and availability of computer-generated predictions
 - improving services to first responders and emergency measures organizations.

Performance Framework:

The “hazards” long-term result is divided into three areas of focus. The following table shows those areas of focus with the high level strategies, long-term indicators, targets, and commitments for the next three years. Note that “SDS” marks the commitments which contribute to Environment Canada’s Sustainable Development Strategy (SDS)

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #1: Increase the margin of safety from high impact weather and related hazards		
<ul style="list-style-type: none"> • Increase quality, utility and satisfaction by focussing our production offices on warnings and increasingly automating routine products such as the day-to-day weather forecast. 	<p>Indicator: Lead times and accuracy of warnings.</p> <p>Target: Meet the standards in the Public Weather Charter by 2004.</p>	<ul style="list-style-type: none"> • ^{SDS} Develop and implement a public weather warning charter with standards to be met by 2004. • Develop an interdepartmental water hazards program by 2005.
<ul style="list-style-type: none"> • Increase quality, utility and satisfaction by increasing R&D on detecting potential hazards, and by developing new forecast techniques (including data assimilation) and transferring knowledge to the production offices. 	<p>Indicator: Lead times and accuracy of warnings.</p> <p>Target: Meet the standards in the Public Weather Charter by 2004.</p>	<ul style="list-style-type: none"> • Better understand the precursors of severe weather and how to observe them, recognizing the role of antecedent conditions in extreme weather events (2002-03). • Survey Canadians following high impact weather events (2002-03). • Build a new computer room (2002/03) and replace the supercomputer (2003-04). • Create a healthy and strong Canadian Weather Research Program (2003-04). • Implement 4 dimensional approach to assimilate additional data sources into computer models (2003-04). • Implement a process to ensure technology transfer capacity in each region with regional expertise used as a national resource (2004-05).
<ul style="list-style-type: none"> • Improve access to our data by the public, private and academic sectors. • Improve our visibility with Canadians through the media, the Internet and an increased community presence. 	<p>Indicator: Lead times and accuracy of warnings.</p> <p>Target: Meet the standards in the Public Weather Charter by 2004.</p>	<ul style="list-style-type: none"> • ^{SDS} With partners, implement a national system to deliver warnings via cable TV (2003-04). • ^{SDS} Make a mesoscale version of the Global Environmental Multiscale (GEM) model available to scientific and operational communities (2003-04).
Area of Focus #2: Provide Canada with a quality and citizen-centred weather and related environmental prediction service.		
<ul style="list-style-type: none"> • Resolve capacity, affordability, and sustainability issues by implementing full life cycle management of our mission critical systems to resolve OSH, rust-out and obsolescence issues. 	<p>Indicator: State of monitoring systems.</p> <p>Target: Replace and/or modernize 10 per cent of networks so they are within their expected life cycle by 2002-03.</p>	<ul style="list-style-type: none"> • ^{SDS} Complete the National Radar Project (2003-04). • Replace up to 10 surface stations per year as per the priority list. • Replace up to 6 class 1 volunteer ship weather systems per year as per priority list. • Modernize and automate water quantity network (2003-04). • Finalize standards and plans for life cycle management of all monitoring

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
		systems (2004-05).
	<p>Indicator: Percentage of operational federal hydrometric sites cleaned up.</p> <p>Target: ^{SDS} Clean-up 25 per cent of existing known contaminated federal hydrometric monitoring sites by 2002-03.</p>	<ul style="list-style-type: none"> • ^{SDS} Replace mercury-based equipment with alternative technologies and clean-up contaminated monitoring sites to specified protocols (2003-04).
<ul style="list-style-type: none"> • Resolve capacity, affordability, and sustainability issues by increasing recruitment and training to ensure we have the right skills and can address the demographic issues. 	<p>Indicator: Demographics of Science and Technology Employees.</p> <p>Target: Increase the number of S&T staff in the 20 to 35 age range by 2002-03.</p>	<ul style="list-style-type: none"> • Hire and train 20 meteorologists and 36 technicians per year for three years.
<ul style="list-style-type: none"> • Become more accountable to Canadians. • Implement quality assurance and control measures for all of our data systems. 		<ul style="list-style-type: none"> • Performance and risk management systems in place (2002-03). • Activity-based costing in place (2003-04). • Implement near real-time quality assurance and quality control for the hydrometric and climate networks (2003-04).
<p>Area of Focus #3: In partnership with others, improve society's capacity to adapt to, anticipate, mitigate, withstand and recover from high impact weather and other hazards which threaten their health, safety and security</p>		
<ul style="list-style-type: none"> • Increase outreach and education on hazards to ensure Canadians are aware of their vulnerability, understand our products and services and how to use them and can prepare for hazards. • Invest in research on factors affecting society's vulnerability and capacity to adapt. 	<p>Indicator: Awareness of Vulnerability.</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • ^{SDS} Act as a catalyst and strategic partner with the private sector in developing clients and services to reduce economic vulnerability (2003-04). • Develop an interdepartmental water hazards program (2004-05).

LONG-TERM KEY RESULT: ADAPTATION TO DAY-TO-DAY AND LONGER TERM CHANGES IN THE ATMOSPHERIC, HYDROLOGICAL AND ICE CONDITIONS.

Each year, Environment Canada provides approximately 500,000 public weather forecasts, 200,000 marine weather forecasts and 400,000 aviation forecasts. It provides information on the water quantity in our rivers and lakes, which provides information and advice on changing levels in the Great Lakes and transboundary water allocations. It provides information on ice, wind and waves used by various marine interests, including recreational boaters. This information is essential for Canadians to adapt to their environment and understand the opportunities from their changing environment.

Departmental Focus and Priorities:

Environment Canada's priorities for the next three years for achieving this long-term result include:

- ❑ **Ensuring that Canada has the meteorological and hydrological data, information and science capacity to produce sound environmental policies.** This priority addresses the management priority of responsible spending. Key areas of work include:

- becoming sustainable by resolving S&T capacity, restoring network integrity
 - shifting support for academia to external funding agencies (e.g., Canadian Foundation for Climate and Atmospheric Science)
- **Supporting growth in Canada’s environmental prediction capacity.** This priority addresses the program and management priorities of climate change, e-Government, citizen focus and management by results. Key areas of work include:
- improving accuracy, utility and satisfaction with products/services
 - increasing outreach and education on key environmental issues
 - acting as a catalyst for private sector growth and promoting economic efficiency
 - developing new products
 - demonstrating scientific leadership

Performance Framework:

The “adaptation” long-term result is divided into three areas of focus. The following table shows those areas of focus with the high level strategies, long-term indicators, targets, and commitments for the next three years. Note that “SDS” marks the commitments which contribute to Environment Canada’s Sustainable Development Strategy (SDS).

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #4: Increase economic efficiency, productivity and competitiveness through atmospheric and related science and services.		
<ul style="list-style-type: none"> • Improve quality, satisfaction and utility of services. 	<p>Indicators: Satisfaction and quality of day-to-day products.</p> <p>Satisfaction and quality of seasonal products.</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • Complete two surveys on public satisfaction (2002-03). • Improve the forecast accuracy of precipitation quantity and type (2002-03). • Improve seasonal and multi-seasonal predictions by incorporating the carbon cycle and atmospheric chemistry and by improving the representation of interactions with the ocean and land surfaces (2004-05). • ^{SDS} Increase the spatial resolution of climate change scenarios to better serve the impacts and adaptation and policy communities (2004-05).
<ul style="list-style-type: none"> • Reposition ourselves in the marketplace by implementing an industrial strategy to promote growth of environmental prediction capacity in the private sector. • Improve access to meteorological and hydrological data. 	<p>Indicator: Value of Canada’s private meteorological sector.</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • ^{SDS} With private and public partners, deliver specialized products to the media and transportation sectors (2002-03). • Implement the Meteorological Service of Canada (MSC) Cost Recovery Framework and Industrial strategy (2003-04). • ^{SDS} Implement systems and protocols for providing climate and hydrometric data through the Internet (2002-03).

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #5: Improve the quality and enjoyment of life for Canadians through atmospheric and related science and services.		
<ul style="list-style-type: none"> • Increase outreach and education on key environmental issues. • Improve quality, satisfaction and utility of services. 	<p>Indicator: Satisfaction and quality of public forecasts.</p> <p>Target: ^{SDS} Improve overall satisfaction with products and services.</p>	<ul style="list-style-type: none"> • Improve the forecast accuracy of precipitation quantity and type (2002-03). • Improve understanding and awareness of MSC products and services (2002-03). • ^{SDS} Increase the spatial resolution of climate change scenarios to better serve the impacts and adaptation and policy communities (2004-05).
<ul style="list-style-type: none"> • Improve access to meteorological and hydrological data. 	<p>Indicator: Public access to services and information</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • ^{SDS} Implement systems and protocols for providing climate and hydrometric data through the Internet (2002-03).
Area of Focus #6: Demonstrate scientific leadership in supporting domestic and international policies and protocols on global environmental issues.		
<ul style="list-style-type: none"> • Increase recruitment and training in key scientific and technical areas. • Implement life cycle management and quality assurance and control measures. • Move to a new science model based on increased collaboration and dependence on university research. • Decide at which research forums we want to be players and leaders. 	<p>Indicator: Network integrity.</p> <p>Target: Under development.</p> <p>Indicator and target: Under development.</p>	<ul style="list-style-type: none"> • Replace up to 10 reference climate stations per year for 3 years (2004-05). • Hold leadership positions in key international climate research forums (Intergovernmental Panel on Climate Change, World Climate Research Programme, Global Climate Observing System).

3.4 Management, Administration and Policy Business Line

A - Business Line Overview

Environmental issues are a major concern for Canadians who expect their federal government to take leadership and action, domestically and abroad. The context in which Environment Canada operates is one where environmental issues are global in nature, jurisdictions are shared and the challenges of integrating environmental, economic and social factors must be addressed. Responsibility for the environment in Canada is divided between the federal government, the provinces and the territories, with many grey lines in terms of where final authority rests.

***Strategic Outcome —
Develop the
Department's
integrated
management and
policy agenda.***

Municipalities are playing an increasingly important role, in part due to increasing responsibilities, growing challenges at the local level and to broadening community-level interest. Aboriginal peoples have increasing responsibilities due to the focus on northern development and the emergence of self-government. And finally, coalitions are building among civil society. For example, health groups are also placing more focus on environmental issues.

The context for addressing environmental issues is also shaped by many important social and economic considerations. The Department plays a leadership role in promoting an integrated approach to decision-making across government and in society more broadly. While progress has been made in bringing more coherence and coordination to departmental efforts to advance sustainable development, further efforts are required to ensure a more holistic federal approach to a sustainable development agenda.

In the Management, Administration and Policy (MAP) Business Line, Environment Canada develops the Department's integrated management and policy agenda. This is the Department's strategic medium and long-term agenda that focuses on leadership and partnerships to inform and engage citizens, and on ways to provide efficient and innovative support services. To support this engagement agenda and ultimately to serve Canadians better, Environment Canada is undertaking special measures to improve the diversity of its workforce, so it better represents Canadian society. The Department is also improving its ability to communicate in both official languages.

Long-Term Key Results:

In the Management, Administration and Policy Business Line, Environment Canada aims to achieve two long-term results:

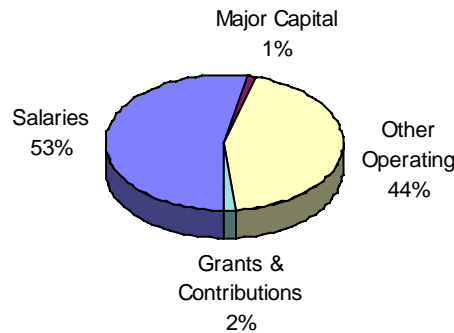
- strategic and integrated policy priorities and plans
- a well-performing organization supported by efficient and innovative services

B - Planned Spending

(\$ millions)	Forecast Spending 2001-02*	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Long-Term Results				
• Strategic and integrated policy priorities and plans.	50.1	49.3	44.5	45.0
• A well-performing organization supported by efficient and innovative support services.	83.3	72.1	69.5	66.6
Gross Planned Spending	133.4	121.4	114.0	111.6
Less: Respendable Revenue	(0.6)	(0.8)	(0.8)	(0.8)
Net Planned Spending	132.8	120.6	113.2	110.8

* Reflects best forecast of total planned spending to the end of the fiscal year.

2002-03 Gross Planned Spending by Input Factor (\$121.4M)



C - Key Result Commitments, Expected Results, Plans and Priorities

LONG-TERM KEY RESULT: STRATEGIC AND INTEGRATED POLICY PRIORITIES AND PLANS.

To be effective, Environment Canada's policy agenda must not only respond to immediate policy priorities, but it must also identify and address the longer-term needs of government, partners (domestic and international), and Canadians. It must also be communicated to and supported by stakeholders and the public alike.

Departmental Focus and Priorities:

Environment Canada's priorities for the next three years for achieving this long-term result include:

- ❑ **Implementing Environment Canada's Innovation Agenda** through enhanced knowledge, partnerships and innovative policy instruments.
- ❑ **Advancing environmental and sustainable development priorities through horizontal and shared initiatives.**

Challenges and Management Strategies:

Innovation — A strong policy capacity is critical to address increasingly complex environmental issues. Key to this is having the right data, information, and knowledge, at the right time; putting in place the right innovative policy instruments; and partnering and collaborating with others on shared agendas. Knowledge, partnership and innovative policy instruments are the three fundamental areas that form the Innovation Agenda. In order to provide information and further **knowledge** to Canadians and organizations to enable them to adapt to environmental change and to play their individual and collective roles in environmental management, Environment Canada is leading the implementation of the Canadian Information System on the Environment (CISE) based on the October 2001 report of the CISE Task Force. CISE will enable governments and stakeholders to share and integrate on-line information from numerous sources and provide it in a form that is readily accessible, understandable and usable by those who need it. Because environmental issues are cross-cutting, interrelated and transboundary, the Department applies more and more horizontal management practices. **Partnerships** are being forged with other government departments, other levels of government, Aboriginal peoples, key stakeholders (industry; environment health and community groups; universities and research institutions), other countries and international organizations. Environment Canada will continue to work on making better use of partnership opportunities to advance the Department's objectives. As for **innovative policy instruments**, real opportunities exist in building understanding and support for market-based instruments and other non-regulatory mechanisms to effect environmental behaviour change. Intense work needs to continue, and much remains to be done, to better integrate environmental policies with economic considerations. Environment Canada will continue to work on the development and application of innovative policy instruments.

Shared Initiatives — Over the next year, Canada will be in a position to exercise significant international leadership. As host of the G8, Canada is well placed to influence a variety of international agendas, and ensure that our environmental priorities are at the forefront of discussions. The range and diversity of Canada's international environmental interest is extensive. Environment Canada will define and secure domestic and international support for Canadian objectives for the World Summit on Sustainable Development (WSSD). To fully capitalize on opportunities, Environment Canada will need to ensure that its limited resources are engaged in activities and events that will have the greatest impact in delivering priority results to Canadians.

Environment Canada will increasingly work with other departments, such as Health Canada, to ensure a more integrated approach to policy development on issues such as environmental and human health and the impact of environmental hazards on children's health. Working together

also helps ensure a coordinated approach on related issues such as clean air and climate change.

Advancing sustainable development across government means building common understanding and shared agendas. Opportunities for such progress will be pursued through providing leadership in the development of a regional sustainable development plan, working to articulate an updated government-wide policy framework and shared agenda, and taking next steps on coordinated action related to greening government operations.

Performance Framework:

The “strategic and integrated policy priorities and plans” long-term result is divided into four areas of focus. The following table shows those areas of focus with the high level strategies, long-term indicators, targets, and commitments for the next three years. Note that “SDS” marks the commitments which are part of Environment Canada’s Sustainable Development Strategy (SDS).

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #1: Knowledge		
<ul style="list-style-type: none"> • Improve the capacity of Canadian institutions and individuals to make decisions that support sustainable development by developing and sharing new knowledge and tools. 	<p>Indicator: Under development.</p> <p>Target: Enhancing the knowledge base to inform public debate and decision-making.</p>	<ul style="list-style-type: none"> • Implement a Canadian Information System on the Environment as an integrated national environmental information system. • ^{SDS} Develop and manage with the academic sector a multi-disciplinary policy research program focused on the environment and sustainable development. • ^{SDS} Develop and pilot a sustainability assessment tool for Environment Canada policies and programs by end of 2003. • Develop and table at the World Summit on Sustainable Development (WSSD) an Environmental Learning Framework by September 2002.
Area of Focus #2: Partnerships		
<ul style="list-style-type: none"> • Develop and implement innovative approaches for working with key partners. 	<p>Indicator: Strengthened support of federal environmental policy priorities and active engagement of key partners in implementation of these priorities.</p> <p>Target: ^{SDS} Strengthen Environment Canada’s capacity to use partnerships to advance sustainable development and support and stimulate innovation.</p>	<ul style="list-style-type: none"> • ^{SDS} Put in place partnership strategies with business, non-governmental organizations and universities by end of 2002. • ^{SDS} Via the Youth Round Table, our contribution to the Youth Portal, and support through the Voluntary Sector Initiative for the building of an Environmental Youth Network, build the capacity of youth to provide policy input and to support environmental action. • ^{SDS} Develop an Environment Canada policy, by end of 2003, on how to incorporate Traditional Ecological Knowledge in departmental decisions. • Develop an integrated framework for working with Aboriginal peoples on key environmental issues by fall 2002.

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
		<ul style="list-style-type: none"> Ontario Region will develop and implement a multi-year work plan in support of the Canada-Ontario Agreement Respecting the Great Lakes Basin Ecosystem.
<ul style="list-style-type: none"> Provide support to Canadian communities in their transition to sustainable development. 	<p>Indicator: Improved capacity of local communities and communities of interest to take action and share information.</p> <p>Target: Promote citizen engagement and contribute to community sustainability.</p>	<ul style="list-style-type: none"> ^{SDS} Develop and implement with partners, a government-wide framework on sustainable communities. Ontario, Québec and Atlantic Region will lead their respective Federal Councils on the Sustainable Communities Initiative. The Pacific and Yukon Region will focus on municipal engagement, transportation and the 2010 Olympic bid. Prairie and Northern Region will coordinate a meeting of the jurisdictional Public Education and Outreach (PEO) hubs in 2002 as a strategy to promote cross-fertilization and learning.
<ul style="list-style-type: none"> Demonstrate international leadership. 	<p>Indicator: Clear definition and advancement of Canada's environmental interests internationally.</p> <p>Target: Advance Canada's environmental interest internationally, promote the integration of trade and the environment and environmental policies as well as health and environmental issues and foster international cooperation and good-governance.</p>	<ul style="list-style-type: none"> Actively contribute to completing a UNEP-led intergovernmental process on international environmental governance. ^{SDS} Work with other government departments to ensure that Canadians are effectively engaged in the process leading to WSSD in 2002. Develop a North American Agenda on Children's Environment Health in cooperation with the U.S., Mexico and the Commission for Environmental Cooperation. Develop an integrated environment and trade strategy, including environmental considerations integrated into the Doha round of WTO trade negotiations, with Canadian partners by fall 2002. Prairie and Northern Region and the National Capital Region will work on greening the G8 environment ministers' meeting (Banff) and encourage greening of the G8 Summit (Kananaskis). Atlantic Region will work with the provinces and U.S. agencies to address transboundary ecosystem management issues in the Gulf of Maine. Contribute to the advancement of the environment and health agenda through the convening of health and environment ministers of the Americas.

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
		<ul style="list-style-type: none"> • Report on progress achieved on children’s environmental health commitments under the G8 and work to gain consensus on further cooperative children’s environmental health initiatives. • Promote discussions of environment and health issues at the 2002 WSSD.
Area of Focus #3: Innovative Policy Instruments		
<ul style="list-style-type: none"> • Provide leadership in the development and promotion of economic instruments as policy tools for environmental management. 	<p>Indicator: Under development.</p> <p>Target: Develop and apply innovative policy instruments to achieve environmental results and advance sustainable development.</p>	<ul style="list-style-type: none"> • ^{SDS} Build broader support for market-based incentives and economic instruments with other federal departments, provincial and municipal governments, and key Canadian and international stakeholders. • ^{SDS} Ensure Environment Canada’s communications and outreach activities reflect a sustainable development approach to the issues, and where appropriate adopt the use of social marketing tools. • ^{SDS} Define the role of non-regulatory initiatives within the context of risk management and develop options for implementation. • Undertake a joint project with Statistics Canada to study the national value of Canada’s water resource. • Continue to support the NRTEE work on ecological fiscal reform. • Atlantic Region will assess the potential of an air quality economic evaluation tool for application in the region.
Area of Focus #4: Shared Initiatives		
<ul style="list-style-type: none"> • Improve horizontal policy co-ordination across government on sustainable development. 	<p>Indicator: Clear and effective policy priorities that are integrated with government-wide priorities.</p> <p>Target: Under development.</p>	<ul style="list-style-type: none"> • ^{SDS} Achieve measurable progress on coordinated government-wide initiatives for priority horizontal sustainable development themes by end of 2002. • ^{SDS} Work with other government departments to update the government’s sustainable development policy framework by end of 2002. • Develop an approach to improve coordination of communications related to the environment across government. • ^{SDS} Incorporate Sustainable Development in Government Operations targets into Environment Canada’s Environmental Management System (EMS) by end of 2003. • ^{SDS} Put in place Environment Canada’s EMS action plans in six

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
	<p>Target: Develop strategic approaches to addressing environment and human health issues, including children's environmental health, with Health Canada.</p>	<p>priority aspects areas by end of 2002.</p> <ul style="list-style-type: none"> • ^{SDS} Implement action plans and commence annual reporting on the remaining six aspects of Environment Canada's EMS by March 2003. • ^{SDS} Make Environment Canada's contribution to meeting the Government of Canada's target of purchasing at least 20 per cent of its electricity from low and non-emitting sources by 2005. • Work with provincial and territorial representatives to advance a discussion of health and environment linkages and work towards a common approach.

LONG-TERM KEY RESULT: A WELL-PERFORMING ORGANIZATION SUPPORTED BY EFFICIENT AND INNOVATIVE SERVICES.

Ensuring the Department has the management context and capacity to achieve its environmental results entails providing the stewardship and frameworks that will lead to good management decision-making, a healthy work environment and a productive workforce.

Departmental Focus and Priorities:

Environment Canada's priorities for the next three years for achieving this long-term result include:

- Implementing the **Modern Management Action Plan**
- Advancing **e-Government**

Challenges and Management Strategies:

Modern Management — Environment Canada manages in a context of close public scrutiny and increased demands for accountability, transparency and results. Given the horizontal nature of MAP's business, the challenges and risks faced by MAP go beyond this business line and affect the other business lines of the Department. MAP has functional authority and responsibility to address those challenges and propose solutions or strategies to move forward on delivering environmental results. In order to position the Department at the forefront on public service management, Environment Canada has developed a Modern Management Action Plan. The action plan presents a series of integrated activities aimed at improving a wide range of capabilities. In implementing the modern management action plan, Environment Canada will build its capacity towards excellence in five key management areas: **citizen focus, exemplary workplace, responsible spending, managing for results, and values and ethics.**

In the years to come, as we strive towards for continued improvements as an **exemplary workplace**, the Department will continue to face significant challenges in the area of human resources. Environmental issues are complex and interconnected, thus making the environmental agenda somewhat volatile and difficult to constrain. Changes in skill sets and competencies are required in key areas such as policy analysis and finance. A further human resources challenge relates to our staff's demographics: an aging workforce that puts corporate knowledge at risk; and a workforce that is not representative of the public it serves. Similarly, a high turnover of personnel at all levels, particularly at senior levels, presents particular challenges. Environment Canada is addressing its human resources challenges on several fronts: through the implementation of a management development policy; the implementation of a strategic hiring plan; and the development of an employee retention strategy. The Department's senior management is committed to addressing issues raised on the Public Service Employee Survey. By taking action in such areas as leadership, workload, internal communications, career development, and employee satisfaction, the quality of life within the workplace and the effectiveness of departmental operations can improve significantly. Numerous committees have been formed to address human resources issues and progress is communicated regularly.

e-Government — As referenced in Section 2, under departmental priorities, the transition from traditional government to e-Government essentially involves transforming our business processes through the use of new technologies in order to increase the relevance, timeliness and effectiveness of our services to and relationships with clients. Each of Environment Canada's business lines has a number of initiatives underway to achieve this goal. Environment Canada's transition to e-Government also involves recognizing that the Department's Internet presence constitutes a valuable asset and must be managed as such. This presence represents an unprecedented opportunity to connect with the population we serve and to increase the relevance of our services to Canadians. Environment Canada's Web presence is extensive (at last count, over 83,000 pages), and we receive billions of hits and millions of visits each year. In the coming year, Environment Canada will be revamping the management of its Internet assets to leverage them to best advantage in delivering on our nine key result areas. We will also pilot the development of sites for and with specific client groups. This is an extensive endeavour that will require much effort, but one that, if successful, will place in the hands of Canadians a powerful tool that will provide them with the information they need to understand environmental issues, what their Government is doing to address those issues and how they can make a difference by modifying their own behaviours and by getting involved.

The Department has also taken a lead role in developing a cluster on sustainable development on the Canada Site. Achieved in cooperation with the five founding partners, Environment Canada, Natural Resource Canada, Fisheries and Oceans Canada, Agriculture and Agri Food Canada and Health Canada, this initiative will, for the first time, bring together federal information and services and present them in a comprehensible manner to the general public, thereby providing them with access to the issues, the potential impacts on their day-to-day lives, what their government is doing to resolve the issues and suggestions as to what they can do individually and how they can get involved. Over time other partners will become involved.

Performance Framework:

The “well-performing organization” long-term result is divided into five areas of focus. The following table shows those areas of focus with long-term indicators, targets, and commitments for the next three years. Note that “SDS” marks the commitments that contribute to Environment Canada’s Sustainable Development Strategy (SDS).

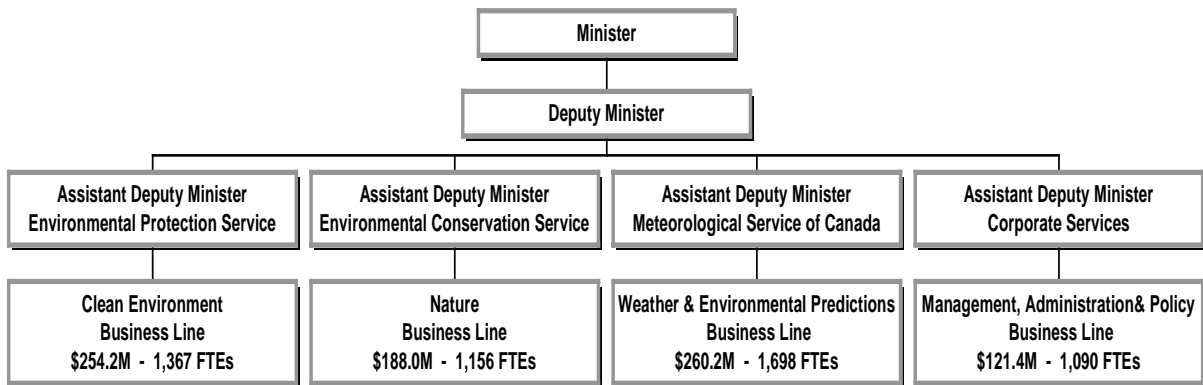
High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
Area of Focus #5: Citizen Focus		
<ul style="list-style-type: none"> Assess information and engagement needs of Canadians. Provide leadership and support to the Department in transforming internal and external relationships. 	<p>Indicator: e-Government plays a significant role in enabling the Department to deliver on its mandate.</p> <p>Target: Implement e-Government to further strengthen Environment Canada’s citizen focus and its ability to expand and deepen collaborative arrangements.</p>	<ul style="list-style-type: none"> ^{SDS} A renewed Green Lane with clear policies and standards to provide up-to-date, engaging products, services and information that meet audience needs. ^{SDS} Establish a forum for departments to consult in a coordinated way with Canadians about sustainable development priority issues on an ongoing basis by end of 2003. Develop a cluster on sustainable development on the Canada Site. Implement Government On-Line 2005 targets. All regions will give e-Government initiatives a high priority and develop a regional e-Government action plan. Prairie and Northern Region will revise and improve the regional Green Lane Inquiry Management System (GLIMS) in 2003.
<ul style="list-style-type: none"> Design, deliver, evaluate and report on activities in order to improve service to Canadians. 	<p>Indicator: Improved service to citizens and stakeholders.</p> <p>Target: Improve Environment Canada’s understanding of the information and engagement needs of Canadians.</p>	<ul style="list-style-type: none"> Develop a Service Strategy for Environment Canada. Develop a framework for the Service Improvement Initiative that aims at achieving a minimum 10 per cent increase in client satisfaction with key, significant direct service delivery activities by 2005.
Area of Focus #6: Exemplary Workforce		
<ul style="list-style-type: none"> Enhance the departmental capacity for analysis. 	<p>Indicator: A motivated, skilled, and representative workforce with the capacity to deal with current environmental concerns and new challenges.</p> <p>Target: Workforce increasingly representative of the public it serves - representation targets for women (technical category) 21.5 per cent; Aboriginal Peoples 1.3 per cent; Persons with Disabilities 4.9 per cent; Visible minorities 9.8 per cent by April 2005.</p> <p>Employee competencies are appropriately used to achieve organizational goals - 80 per cent of employees report their capabilities are appropriately employed.</p>	<ul style="list-style-type: none"> Implement the Strategic Hiring Plan. Implement a departmental internal communications strategy. Develop a learning organization framework and the specific initiatives to promote the framework. Ontario Region to lead and coordinate an initiative in which Environment Canada’s five Regions explore their role in a learning organization. Prairie and Northern Region will develop and pilot an automated 360-degree feedback tool in 2003.

High Level Strategies	Long-Term Indicators/Targets	Initiatives and Deliverables
	Fill 90 per cent of bilingual positions by employees who meet the linguistic requirements of their positions.	
<ul style="list-style-type: none"> Develop HR tools to increase the self-serve capacity of managers across the Department. 	<p>Indicator: Degree to which the workforce is being developed to meet the evolving and future requirements of the Department.</p> <p>Target: Develop replacement plans for critical positions and groups.</p>	<ul style="list-style-type: none"> Develop a departmental learning investment strategy in 2002-03. Launch an electronic orientation site. Prairie and Northern Region will pilot an automated training tracker system with national implementation in 2003.
Area of Focus #7: Responsible Spending		
<ul style="list-style-type: none"> Continue our progress towards linking financial and non-financial information. 	<p>Indicator: Financial and non-financial information is integrated in a way that enables improved management decision-making.</p> <p>Target: Implement a five-year action plan for modern management.</p>	<ul style="list-style-type: none"> Implement an information management strategy. ^{SDS} Undertake a study, by end of 2003, to examine the feasibility of, and, opportunities for, implementing green accounting within Environment Canada. Develop Environment Canada's Internal Control Framework. Implement the new financial results reporting structure.
Area of Focus #8: Managing for Results		
<ul style="list-style-type: none"> Provide support to managers in the development of results-based management and accountability frameworks. 	<p>Indicator: Environment Canada managers integrate results-based management in their decision making.</p> <p>Target: Decisions on strategic commitments of the Department supported by results-based implementation plans and reporting strategies by 2003.</p>	<ul style="list-style-type: none"> Develop results-based management and accountability frameworks for key programs. Develop standardized corporate tools to support consistent work planning. Enhance commitments tracking systems to ensure that commitments are revised in a timely fashion.
Area of Focus #9: Values and Ethics		
<ul style="list-style-type: none"> Continue to be guided by the highest professional and ethical values. 	<p>Indicator: Under development.</p> <p>Target: Communicate Environment Canada's vision, values and directions to staff consistently.</p>	<ul style="list-style-type: none"> Develop and implement strategies to maintain a continuous dialogue on values and ethics.

Section 4 - Organization

4.1 Accountability

The following chart identifies the position responsible for each business line including the 2002-03 gross planned spending and full-time equivalents associated with each business line.



4.2 Matrix Management

The following chart provides a crosswalk between organizations and business lines showing the 2002-03 gross planned spending and full-time equivalents.

	REG DIR GEN Pacific and Yukon	REG DIR GEN Prairie and Northern	REG DIR GEN Ontario	REG DIR GEN Quebec	REG DIR GEN Atlantic	DIR GEN Human Resources
Clean Environment	10.2	9.6	10.9	8.6	24.6	-
Nature	17.3	17.2	26.2	22.2	10.5	-
Weather and Environmental Predictions	17.9	34.3	16.0	12.1	11.0	-
Management, Administration and Policy	10.8	8.6	9.6	5.7	5.4	6.8
Total - \$ millions	56.3	69.7	62.7	48.7	51.6	6.8
Full-Time Equivalents	463	639	509	476	388	80

REG DIR GEN = Regional Director General
ADM = Assistant Deputy Minister

Climate Change Secretariat		Deputy Minister Natural Resources Canada					
ADM Policy and Communications	Corporate Offices	ADM Corporate Services	ADM Meteorological Service of Canada	ADM Environmental Protection Service	ADM Environmental Conservation Service	Total \$ Millions	Total FTE
41.2	-	-	7.5	134.1	7.3	254.2	1,367
-	-	-	-	1.6	92.7	188.0	1,156
0.1	-	-	168.3	-	0.4	260.2	1,698
29.3	4.6	37.4	1.2	1.6	0.5	121.4	1,090
70.6	4.6	37.4	177.1	137.3	100.9	823.8	
219	40	317	831	735	614		5,311

Section 5 - Financial Information

Table 5.1: Departmental Summary - Main Estimates

Vote		(Thousands of dollars)	2002-03 Main Estimates	2001-02 Main Estimates
1	Operating Expenditures		545,724	465,726
5	Capital Expenditures		46,971	32,239
10	Grants and Contributions		67,004	70,235
(S)	Minister of the Environment - Salary and motor car allowance		65	52
(S)	Contributions to employee benefit plans		62,280	53,919
Total			722,044	622,171

(S) Statutory

Table 5.2: Summary of Capital Spending by Business Line

(\$ millions)	Forecast Spending 2001-02 *	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Clean Environment	20.2	16.0	10.8	10.5
Nature	7.4	2.9	2.6	2.6
Weather and Environmental Predictions	24.8	33.4	22.2	21.0
Management, Administration and Policy	5.8	1.6	1.2	1.2
Total	58.2	53.9	36.8	35.3

* Reflects best forecast of total planned spending to the end of the fiscal year.

The Long-term Capital Plan (LTCP) is a sub-set of the Department's business plan and, as such, portrays Environment Canada's capital investment on a business line and results basis.

Environment Canada is a science based department and a significant national science and technology (S&T) performer -- It has the second largest S&T expenditures of any federal government department (just after the National Research Council of Canada). Environment Canada's mandate, under the *Department of the Environment Act*, covers preservation and enhancement of the quality of the natural environment, renewable resources, meteorology, enforcement of the rules of the Canada-U.S. International Joint Commission, and the coordination of federal environmental policies and programs.

Being a science-based department, most of Environment Canada's capital assets are focussed on research and other science activities that produce a "public good" – providing knowledge in support of policy development, developing new methods to improve service delivery, and providing technological solutions to meet the Department's mission. The Department operates 15 research institutes and laboratories, has 49 national wildlife areas, and over 4,600 air, climate and water monitoring stations in all regions of the country (many of which are operated in partnership with provinces, Canada's universities and international scientific agencies).

There are four broad categories of capital assets, including:

- Specialized facilities and land holdings to conduct environmental science research, develop technologies and protect critical wildlife areas.
- Scientific equipment to conduct laboratory analyses and monitor the status and trends in the environment.
- Information technology infrastructure and equipment to run scientific equipment and facilitate communications.
- Fleet, including off-road vehicles, to transport personnel to study sites and allow needs for a speedy response to program.

Table 5.3: Details on Major Capital Project Spending by Business Line

(\$ millions)	Authority	Current Estimated Total Cost	Forecast Spending to March 31, 2002	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05	Future Year Spending Requirement
Clean Environment							
Ozone - Construction of a Vehicle and Fuel Testing Facility	EPA-S	13.4	5.4	4.3	1.8	1.8	
Ozone - National Air Pollution Surveillance Network and Canadian Air and Precipitation Monitoring Network (NAPS and CAPMON)	EPA-S	16.8	4.8	4.3	3.9	3.9	
Weather and Environmental Predictions							
Doppler upgrade - Radar Network Modernization	EPA-S	39.2	34.8	3.0	1.4	-	-
Weather station construction Eureka N.W.T.	EPA-S	9.9	4.2	2.0	3.7	-	-
Modernization of the Climate Observation Program	EPA-S	8.6	2.2	0.7	0.5	0.5	4.7
Modernization of Equipment - NAVCAN	DA-S	2.4	2.1	-	-	-	-
Ocean Data Acquisition System (ODAS) - Buoy Payload Replacement	DA-I	1.7	1.4	0.1	0.1	0.1	-
Sable Island Weather Station	EPA-S	3.0	0.1	0.5	0.5	0.5	1.4
Hydrometric Program	EPA-S	10.0	3.4	3.1	2.0	1.5	-
MSC - Operational Computer Hardware Infrastructure Renewal	DA-S	2.4	2.2	0.2	-	-	-
MSC - Single Window Web Site	DA-S	2.1	1.2	0.9	-	-	-
DSAT Replacement Project	DA-S	1.9	0.1	1.1	0.7	-	-
Upper Air Hydrogen Generator Replacement Project	DA-S	1.8	0.2	0.2	0.3	0.8	0.5
Aircraft Meteorological Data Relay (AMDAR)	DA-S	2.1	0.3	0.6	0.5	0.4	0.3
Canadian Meteorological Centre - Facility Extension	EPA-S	7.2	0.8	6.4	-	-	-

Table 5.3 lists major capital projects over \$1 million by business line. All of the major capital projects listed have received effective project approval (EPA) or are within Environment Canada's delegated authority (DA). EPA implies Treasury Board's approval of, and expenditure authorization for, the objectives of the project implementation phase. Sponsoring departments and agencies are to submit for EPA only when the scope of the overall project has been defined and when the estimates have been refined to the substantive level. On the other hand, DA implies that Treasury Board has delegated authority to the Department for projects up to a specified amount. Environment Canada's delegated authority is \$2.5M for general projects, \$5M for the implementation of new information technologies and \$10M for information technology replacement projects.

These projects are also listed as substantive estimates (S) or indicative estimates (I). Substantive implies that the estimate is one of sufficiently high quality and reliability as to warrant Treasury Board approval as a cost objective for the project phase under projects consideration. Indicative implies that the estimate has a low quality order of magnitude that is not sufficiently accurate to warrant Treasury Board approval as a cost objective.

Table 5.4: Summary of Transfer Payments by Business Line

(\$ millions)	Forecast Spending 2001-02 *	Planned Spending 2002-03	Planned Spending 2003-04	Planned Spending 2004-05
Grants				
Clean Environment	114.5	2.0	2.0	2.0
Weather and Environmental Predictions	0.1	-	-	-
Total Grants	114.6	2.0	2.0	2.0
Contributions				
Clean Environment	24.9	33.0	14.1	7.9
Nature	28.6	25.9	24.0	24.0
Weather and Environmental Predictions	4.0	4.2	3.4	2.4
Management, Administration and Policy	4.0	2.0	1.8	1.8
Total Contributions	61.5	65.1	43.3	36.1
Total Transfer Payments	176.1	67.1	45.3	38.1

* Reflects best forecast of total planned spending to the end of the fiscal year.

The large increase in transfer payment expenditures in 2001-02 is due to one-time grant payments made to the Foundation for Sustainable Development Technology in Canada (\$50M) and to the Federation of Canadian Municipalities (\$62.5M).

Table 5.5: Details on Transfer Payments Programs

Explanation of grants and contributions in business lines where the total transfer payment budget exceeds \$5 million.

Business Lines	Objective/Planned Results
Grant for the implementation of the Montreal Protocol on substances which deplete the ozone layer. (Clean Environment) \$2M	The objectives of this grant are to provide effective assistance to developing countries to help them meet their obligations, under the Montreal Protocol to phase out ozone depleting substances (ODS); and to share, promote and/or demonstrate Canadian expertise in the field of ODS reduction.
Contributions to Support Environmental Research and Development (Clean Environment, Nature and WEP) \$3.5M	These contributions are meant to stimulate scientific research by providing funding directly to researchers; and establish or support university chairs or faculty positions for the promotion and coordination of research and development activities in areas that support Environment Canada's objectives, priorities, programs, and activities. The expected benefits will be in the area of wildlife and toxicology.
Contributions to support Environmental and Sustainable Development Projects (Clean Environment and Nature) \$18.1M	To enable Canadian groups, associations and organizations to become actively involved in environmental and sustainable development projects and initiatives with the aim of protecting, conserving, enhancing and restoring habitats, sites and ecosystems; in conservation, protection enhancement or restoration of fish and wildlife habitats, environmentally downgraded harbours and estuaries, and river systems; in projects that relate to pollution prevention, abatement and clean up; and in sustainable development projects, e.g., the enabling of aquaculture and eco-tourism industries to respond to market demands.
Contributions to increase awareness and understanding of environmental and sustainable development issues (Clean Environment, Nature, WEP and MAP) \$3.3M	To provide information and expertise to interested individuals, groups and organizations, and governments and public agencies, including the maintenance of a national information database; to promote and recognize excellence in environment fields and activities; to network and develop partnerships to share information on environmental and sustainable development issues, initiatives and activities; and to organize environmental conferences aimed at increasing awareness and understanding of environmental and sustainable development issues.
Contributions to support Canada's international commitments (Clean Environment, Nature, WEP and MAP) \$4.3M	To offset the direct and indirect costs of activities and projects resulting in the development and signing of international agreements, conventions and protocols. Pay membership fees and operating costs for international environmental initiatives and organizations; and establish or maintain committees, working groups, secretariats or similar mechanisms at the international or domestic level that: (i) administer funds on the behalf of other organizations, countries and public agencies; (ii) coordinate projects or activities; or (iii) disseminate results relevant to Environment Canada's strategies and priorities.
EcoAction 2000 - Community Funding Initiative (Clean Environment and Nature) \$5M	To enable community-based groups to make environmental improvements that help reduce risks to human health and the environment; to lever voluntary in-kind and monetary (non-federal government) support for environmental activities which have measurable environmental benefits; and to provide Canadians with the tools they need to act on their knowledge and values as individuals and members of communities in support of sustainable development.
Contribution for Canada's share of the Commission of Environmental Cooperation (CEC) Budget (Clean Environment) \$4.2M	To fund Canada's share of the Commission for Environmental Cooperation (CEC) budget. The North American Agreement on Environmental Cooperation was one of the prerequisites to the government's decision to proceed with the implementation of NAFTA in order to develop and promote policies in support of environmental protection in the context of expanded economic integration in North America; facilitate the development of coordinated solutions to transboundary and continental scale for environmental challenges facing North America; and to provide a reference point for reliable environmental information.
Contribution for the environmental clean-up of the Sydney Tar Ponds and Coke Ovens sites in the Muggah Creek Watershed (Clean Environment) \$14.1M	For the remediation of historical contamination; the fostering of a healthy community by finding workable solutions engendered primarily within the Cape Breton community through the Joint Action Group (JAG) process; the enhancement of ecosystems as many be determined appropriate to final land and water use; and subject to municipal, provincial, national and international laws and agreements, the optimized use of local labour, services, products, expertise, and compliant technologies in the process.
Climate Change Action Fund	To inform the government on ratification of the Kyoto Protocol; to develop policy options for achieving the remainder of our Kyoto target; to support the national climate

Business Lines	Objective/Planned Results
(Clean Environment) \$8.4M	change process; to consult with key stakeholders and other Canadians; to increase public awareness and engage Canadians in solutions for reducing GHG emissions; to invest in technological opportunities to reduce GHG emissions; and to continue to refine understanding of the science and impacts of a changing climate for Canada and Canadians and to develop adaptation strategies.
Contribution to the Wildlife Habitat Canada Foundation (Nature) \$2.2M	To provide financial assistance to Habitat Canada in the implementation of its wildlife habitat conservation initiatives across Canada in accordance with its objects, through the production and marketing of the Wildlife Habitat Conservation Stamp.

Table 5.6: Source of Respendable and Non-Respendable Revenue

Respendable Revenue

(\$ millions)	Forecast Revenue 2001-02 *	Planned Revenue 2002-03	Planned Revenue 2003-04	Planned Revenue 2004-05
Clean Environment				
Scientific and Professional Services	6.9	8.5	7.5	6.3
Information Products	0.3	0.3	0.3	0.3
Regulatory Services	1.9	2.0	2.1	2.2
Realty (Accommodation)	0.2	0.1	0.1	0.1
	9.3	10.9	10.0	8.9
Nature				
Scientific and Professional Services	9.7	8.8	8.8	8.8
Information Products	0.2	0.3	0.3	0.3
Regulatory Services	0.2	0.2	0.2	0.2
Realty (Accommodation)	1.2	0.8	0.8	0.8
	11.3	10.1	10.1	10.1
Weather and Environmental Predictions				
Scientific and Professional Services	12.6	13.5	14.0	14.3
Information Products	55.2	55.7	55.6	55.5
Realty (Accommodation)	0.4	-	-	-
Sale of Sponsorships	0.2	0.1	0.1	0.1
Miscellaneous	0.1	-	-	-
	68.5	69.3	69.7	69.9
Management, Administration and Policy				
Realty (Accommodation)	0.6	0.7	0.7	0.7
Total Respendable Revenue	89.7	91.0	90.5	89.6

Non-respendable Revenue

(\$ millions)	Forecast Revenue 2001-02 *	Planned Revenue 2002-03	Planned Revenue 2003-04	Planned Revenue 2004-05
Clean Environment				
Miscellaneous	0.1	0.1	0.1	0.1
Nature				
Scientific and Professional Services	0.2	0.2	0.2	0.2
Regulatory Services	4.4	4.4	4.4	4.4
Miscellaneous	0.2	0.4	0.4	0.4
	4.8	5.0	5.0	5.0
Weather and Environmental Predictions				
Scientific and Professional Services	0.1	0.1	0.1	0.1
Information Products	1.9	1.9	1.9	1.9
Royalties	0.2	0.2	0.2	0.2
Miscellaneous	1.9	2.1	2.1	2.1
	4.1	4.3	4.3	4.3
Total Non-respendable Revenue	9.0	9.4	9.4	9.4
Total Respendable and Non-respendable Revenue	98.7	100.4	99.9	99.0

* Reflects best forecast of total planned spending to the end of the fiscal year.

Table 5.6 lists various sources of respendable and non-respendable revenue sources. To clarify the types of revenues that fall under these revenue sources, short definitions are given below:

- Scientific and Professional Services: research and analysis, telecommunications, hydrometrics, consulting services, training, and wildlife studies and surveys.
- Information Products: data extracts and access, publications, and hydrometric and weather products.
- Regulatory Services: ocean disposal permit applications and monitoring fees, new chemical notification, and other permits and fees.
- Realty (Accommodation): living accommodations, rentals, entry fees, concessions, and NWRI building recoveries.
- Sale of Sponsorships: sponsorships and advertising sales.

Section 6 - Government-wide and Horizontal Initiatives

6.1 Major Legislative and Regulatory Initiatives

Legislation and Regulations	Expected Results
Clean Environment Business Line	
<p><i>On Road Vehicle and Engine Emissions Regulations</i> — The proposed regulations will ensure Canadian regulations are consistent with the regulations the U.S. Environmental Protection Agency has adopted to implement stringent new standards for 2004-2010 time frame.</p>	<p>Reduce human health impacts (e.g., premature deaths, cases of bronchitis) to Canadians.</p>
<p><i>Export of Substances Under the Rotterdam Convention Regulations</i> — The main purpose of these regulations is to ensure that chemicals and pesticides subject to the PIC procedure are not exported to parties to the Convention, unless the importing party has provided its "prior informed consent" to the shipment.</p>	<p>These regulations will permit Canada to implement the Rotterdam Convention on the Prior Informed Consent (PIC) Procedure for Certain Hazardous Chemicals and Pesticides in International Trade.</p>
<p><i>Metal Mining Effluent Regulations</i> — (<i>Fisheries Act</i>) - Revoke and replace — To reduce the environmental impact of metal mining discharges to the aquatic environment.</p>	<p>Protect fish, fish habitat, and the use of fisheries resources by ensuring a consistent, maximum quality of effluent discharged to aquatic ecosystems.</p>
Nature Business Line	
<p><i>Species at Risk Act</i> — New legislation introduced for the protection of species at risk and their critical habitats.</p>	<p>Provide a framework to prevent Canadian wildlife species from being extirpated or becoming extinct; provide for the recovery of extirpated, endangered or threatened species; and manage species of special concern to prevent them from becoming endangered or threatened.</p>
<p><i>Species at Risk Regulations</i> — Regulations to be developed to accompany new legislation.</p>	<p>Provide the first set of regulations, including regulations governing the species at risk list and elements of compensation.</p>

6.1.1 Planned Regulatory Initiatives

Regulations	In 2002-03, Environment Canada proposes to:
Clean Environment Business Line	
<i>Regulations Respecting Environmental Emergency Prevention, Preparedness, Response and Recovery Measures</i>	publish regulations 1 st quarter of 2002-03
Amendments and new regulations required to fill the gap due to changes in the <i>Transportation of Dangerous Goods Regulations</i> .	publish regulations in the 1 st quarter of 2002-03
<ul style="list-style-type: none"> • PCB Waste Import and Export Regulations(amendment) • Amendments to the Import and Export of Hazardous Wastes Regulations • Interprovincial Movement of Hazardous Waste Regulations (new). 	
<i>PCB Waste Export and Import Regulations</i> - Harmonize controls for exporting and Importing PCB wastes	publish regulations 1 st quarter of 2002-03
<i>Interprovincial Movement of Hazardous Waste and Hazardous Recyclable Material Regulations</i> – Revise definition of “hazardous waste”, set out Environment Canada’s requirements for a manifest, addition of other requirements	publish regulations 1 st quarter of 2002-03
<i>Metal Mining Effluent Regulations</i>	publish regulations 1 st quarter of 2002-03 (Canada Gazette II)
<i>On Road Vehicle and Engine Emissions Regulations</i>	publish regulations 1 st quarter of 2002-03
<i>Export of Substances Under the Rotterdam Convention Regulations</i>	publish regulations 1 st quarter of 2002-032002-03
<i>Regulations Amending the Pulp and Paper Effluent Regulations for Quebec Agreement</i>	publish regulations 1 st quarter of 2002-03
<i>Prohibition of Certain Toxic Substances Regulations Amendment (Benzidine and Hexachlorobenzene)</i>	publish regulations in 1 st quarter of 2002-03 (Canada Gazette, Part 2)
<i>Tetrochloroethylene in Dry Cleaning Regulations</i>	publish regulations 2 nd quarter of 2002-03 (Canada Gazette, Part 2)
<i>Federal Halocarbon Regulations - Amendment</i>	publish regulations 2 nd quarter of 2002-03
<i>Federal Hazardous Wastes Regulations</i>	publish regulations 2 nd quarter of 2002-03
<i>Sulfur in Diesel Fuel Regulations</i>	publish regulations in 2 nd quarter of 2002-03 (Canada Gazette, Part 2)2002-03
<i>Cost Recovery Fees for CEPA New Substances Notification Program</i>	publish regulations 2 nd quarter of 2002-032002-03
<i>Federal Petroleum Products and Allied Petroleum Products Storage Tank Systems Regulations</i>	publish regulations 3 rd quarter of 2002-032002-03
<i>New Substances Notification Regulations</i> - Amendment to section 16 and 29	publish regulations 2 nd quarter of 2002-032002-03
<i>Regulations to Implement the Cartagena Biosafety Protocol</i>	publish regulations 3 rd quarter of 2002-032002-03
<i>Off Road Small Spark Ignition Engine Emissions Regulations</i>	publish regulations 3 rd quarter of 2002-03
<i>Off-Road Diesel Engine Emissions Regulations</i>	publish regulations 3 rd quarter of 2002-03
<i>Hexavalent Chromium Finishing Regulations</i>	publish regulations 3 rd quarter of 2002-03
<i>Regulations Amending the Pulp and Paper Effluent Regulations</i>	publish regulations 3 rd quarter of 2002-03
<i>Polychlorinated Biphenyl (PCB) Regulations</i>	publish regulations 3 rd quarter of 2002-03
<i>Amendments to the Storage of PCB Materials Regulations</i>	publish regulations 3 rd quarter of 2002-03
<i>Solvent Degreasing Regulations</i>	publish regulations 3 rd quarter of 2002-03
<i>Export and Import of Hazardous Waste Regulations</i>	publish regulations 4 th quarter of 2002-03

Amendments - Provide a new definition of hazardous waste and create a separate definition for hazardous recyclable material,. Create a new document to control shipments.

Marine Engine Regulations

publish regulations 4th quarter of 2002-03

Spill Reporting Regulations

publish regulations 4th quarter of 2002-03

Regulations In 2002-03, Environment Canada proposes to:

Nature Business Line

Species at Risk

First set of regulations, including compensation regulations, and as needed, amendments to the legal list and other provisions.

publish regulations in 2002-03

Migratory Birds Regulations

Annual hunting regulations establishing hunting season dates and bag and possession limits for migratory game birds.

publish regulations by the 1st quarter of 2002-03

Migratory Bird Sanctuary (MBS) Regulations

Amendments to update regulations and establish and enlarge Grindstone Island MBS(NB) and Iles-aux-Herons MBS (QC); delist Wascana Lake MBS (SK); adjust legal survey description for Anderson River MBS (NWT), enlarge Baie des Loups MBS, and revoke sanctuary status of Iles-de-la-Paix MBS (QC).

publish regulations by the 4th quarter of 2002-03

Wildlife Area (NWA) Regulations

Amendments to enlarge Alaksan NWA (BC), Columbia NWA (BC), Qualicum NWA (BC), St. Clair NWA (ON), Long Point NWA (ON), Prince Edward Point NWA (ON), Iles de l'Estuaire NWA (QC) and Chignecto NWA (NS).

publish regulations by the 4th quarter of 2002-03

Amendment to create Suffienld NWA (AB) and to enlarge Point de l'Est, Lac Saint-François and Baie de l'Isle Verte NWAs (QC).

publish regulations by the 4th quarter of 2002-03

Regulations In 2003-04, Environment Canada proposes to:

Clean Environment Business Line

Large Spark Ignition Engine Regulations

• publish in 2003-2004

Export and Import of Prescribed Non-Hazardous Wastes Destined for Final Disposal Regulations

• publish in 2003-2004

New Substances and Notification Regulations - Amendments to the Chemicals and Polymers Portion

• publish in 2003-2004

Regulations In 2003-04, Environment Canada proposes to:

Nature Business Line

Species at Risk

Amendments to the list of species and other provisions, as needed.

publish in 2003-04

Migratory Birds Regulations

Annual hunting regulations establishing hunting season dates and bag and possession limits for migratory game birds.

publish regulations by the 1st quarter of 2003-04

Wild Animal and Plant Trade Regulations

Permit and inspection fees, record keeping, marking of specimens, and designated ports of entry.

publish regulations by the 2nd quarter of 2003-04

Provisions for pre-Convention and ranched specimens.

publish regulations by the 4th quarter of 2003-04

Nature Business Line

Species at Risk

Amendments to the list of species and other provisions, as needed. publish in 2004-05

Migratory Birds Regulations

Annual hunting regulations establishing hunting season dates and bag and possession limits for migratory game birds. publish regulations by the 1st quarter of 2004-05

6.2 Environment Canada's Sustainable Development Strategy 2001-2003

Environment Canada's second Sustainable Development Strategy (SDS), tabled in the House of Commons in February 2001, covers the period 2001-2003. The SDS describes Environment Canada's strategic approach to sustainable development. To achieve its departmental goals, Environment Canada believes it is necessary to better understand the interconnectedness of environmental issues and the linkages among different environmental, social and economic factors. The SDS highlights for Canadians key directions that Environment Canada is pursuing to make progress on sustainable development.

Environment Canada's SDS 2001-2003 reflects the advice and input of a broad range of stakeholders, other governments and other federal departments. While implementing its SDS, Environment Canada sees its ongoing roles to be showing leadership by example, and building capacity and commitment to sustainable development with its partners and with Canadians.

Environment Canada's SDS 2001-2003 lays out an agenda for innovation by focusing the Department's efforts on four themes: knowledge for decision-making; incentives; partnerships and sustainable communities; and managing for sustainable development. Each theme identifies goals, objectives and targets for the three year span of the strategy. Many branches and services within Environment Canada have made commitments under the SDS and these have been incorporated in the appropriate departmental business lines.

Section 3 of this Report on Plans and Priorities (RPP) reflects many key SDS commitments which remain to be achieved. They are indicated by "SDS". While not all SDS commitments are in this RPP, a status report on all SDS commitments and progress on implementation will be available through the departmental performance reporting process.

For more detailed information about Environment Canada's Sustainable Development Strategy 2001-2003, including a full description of goals, objectives, targets and performance measures, visit Environment Canada's Green Lane: http://www.ec.gc.ca/sd-dd_consult/

6.3 Horizontal/Collective Initiatives

The following table provides information on collective initiatives in which Environment Canada is currently participating and in which it plays a significant or a leadership role. Note that this table only contains information for collective initiatives where the dollar value is of one million dollars or more.

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
CLEAN ENVIRONMENT BUSINESS LINE				
Long-Term Key Result: Reduced adverse human impact on the atmosphere and on air quality.				
Climate Change Action Fund - Public Education and Outreach (CCAF-PEO)	<p>Build awareness and understanding among Canadians of climate change, including the underlying science and recent developments, the regional nature and timing of expected impacts and the need to adapt to them, and the associated environmental, economic and social issues;</p> <p>Prepare a foundation of support for the introduction of future policy measures, as outlined in the First National Business Plan and the Government of Canada's Action Plan 2000;</p> <p>Encourage and motivate Canadians to take personal and community/group action to reduce greenhouse gas emissions Support Canada's Action Plan 2000 on Climate Change to meet its Kyoto Protocol commitments and to facilitate reduction of greenhouse gas emissions.</p>	Other government departments, provincial governments, business, community groups, non-governmental organizations, regional development agencies	CCAF-PEO: \$20M	<ul style="list-style-type: none"> • Implement investment-driven approach to funding public education and outreach projects across Canada, focusing on youth and educators, business and industry, communities, and the general public to raise awareness of climate change and encourage action to reduce GHG emissions. (solution implementation) • Test pilot public education and outreach information and coordination centres (hubs) with provinces/ territories. (solution implementation) • Develop and promote backdrop awareness campaign that groups across Canada can utilize for their own public outreach activities. (solution implementation) <p>▶ http://www.climatechange.gc.ca/english/actions/action_fund/index.shtml</p>
Government of Canada Action Plan 2000 on Climate Change	Meet one third of Canada's target under the Kyoto Protocol, or lead to a 65 megatonne reduction in greenhouse gas emissions per year in the period 2008-2012.	Other government departments, provinces, private sector	Total: \$500M/5 yrs	<ul style="list-style-type: none"> • On Environment Canada -lead Emission Reduction Initiatives — Design and implement measures to ensure that maximum GHG emission reduction potential is achieved. • On OGD-lead Emission Reduction Initiatives — Influence to ensure that maximum GHG emission reduction potential is achieved. <p>▶ http://climatechange.gc.ca/english/whats_new/action_plan.shtml</p>

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
Green Municipal Funds (GMF)	Stimulate community-based feasibility work and investments that improve air, water or soil quality, protect the climate and promote the use of renewable resources.	Natural Resources Canada Federation of Canadian Municipalities	As of January 2002, 115 GMF projects have been sponsored. GMF support of \$8.5M for these projects has leveraged \$42 million in total project investment.	<ul style="list-style-type: none"> For more information please visit www.fcm.ca
Sustainable Development Technology Fund	Stimulate the development and demonstration of new technology, in particular those aimed at reducing greenhouse gas and other emissions that affect air quality.	Natural Resources Canada	\$50M was transferred from Treasury Board in 2000-01. An additional \$50M will be transferred to the two lead departments, Environment Canada and Natural Resources Canada, in 2001-02.	<ul style="list-style-type: none"> Provide funding assistance to develop and demonstrate new technologies to promote sustainable development. Bring together social, environmental, economic and technical factors in decision making and to recognize the importance of deploying integrated solutions. Advance the concept that new technologies are required to achieve sustainable development. Advance innovation in all fields of research, sectors and regions of the country in order to build a dynamic knowledge based economy.
National Air Pollution Surveillance Network	Tracking ambient concentrations of pollutants to determine the effectiveness of pollution prevention interventions.	Provinces and territories, Greater Vancouver Regional District, and Montreal Urban Community	Provinces, territories & regional governments (GVRD, Montreal): approximately \$10M.	<ul style="list-style-type: none"> Provide information on the air quality in the majority of urban centres in Canada. Provide information on trends for major air quality issues, ozone, particulate matter, toxic chemicals etc. Maintain a national air quality database.
National Air Quality Forecasting Framework	Increased public understanding and better decision making regarding the potential health risks from smog.	Health Canada, provinces, municipalities (GVRD & MUC) Canadian Lung Association etc.	Environment Canada: To be determined	<ul style="list-style-type: none"> Short term: Expanding and improving air quality forecast programs (target BC and Quebec in 2001) Long term: National coverage; year round daily air quality forecasts; multipollutants
Multilateral Fund for the Implementation of the Montreal Protocol (MFMP)	Assist developing countries in meeting their obligations under the Montreal Protocol to phase out ozone-depleting substances (ODS).	Canadian International Development Agency (CIDA) Private sector Foreign governments UNEP	Total: \$7M/yr CIDA: \$5.6M Environment Canada: \$1.4M	<ul style="list-style-type: none"> Reduction/minimization of ODS consumption in developing countries, according to phase-out schedules under the Montreal Protocol Increased awareness, skills and understanding of practices and technologies to reduce ODS consumption in developing countries. Demonstration and provision of Canadian services and technologies in the field of ODS reduction (for Environment Canada bilateral projects only).

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
Long-Term Key Result: Understanding, and prevention or reduction of the environmental and human health threats posed by toxic substances and other substances of concern.				
Canadian Environmental Technology Advancement Centres (CETACS)	Primary focus is to help small and medium sized enterprises (SMEs) commercialize environmental technology, thereby addressing environmental priorities while creating jobs and growth.	Business, technology developers, provincial governments, regional offices, NGOs, universities, other federal government departments, municipalities.	Leverage departmental funds at 2 to 1 ratio ~ \$2M/year from clients and provinces	Assist between 120 and 140 small and medium sized enterprises (SMEs) per year commercialize technologies, generate jobs and industry growth, deliver other government programs (e.g., ETV, NRC-IRAP Eco-efficiency, Waste exchange, etc.)
Sydney Tar Ponds	Reduce the environmental and health impacts associated with the Sydney Tar Ponds and Coke Ovens contaminated sites in a phased approach.	Environment Canada NS Department of Transportation and Public Works Health Canada Cape Breton Regional Municipality Joint Action Group (JAG)	\$37.6M \$21.4M \$0.3M \$2.0M \$0.6M In-kind	<ul style="list-style-type: none"> For more information on Sydney Tar Ponds, please deliverables in the performance table under Long Term Key Result: Understanding and prevention or reduction of the environmental and human health impacts as posed by toxic substances and other substances of concern - Existing Toxics sub-result.
Eco-Action	Increase capacity of Canadians to make responsible environmental decisions. Priority for funding given to projects in the areas of: clean air and climate change, clean water, and nature.	Non-profit groups and organizations	Projects require matching funds or in-kind support from other sponsors. Historical ratio (1998-2001) of leveraged support for completed projects is 2.7:1 (Sponsors: EcoAction) or approximately \$6M/year.	<ul style="list-style-type: none"> For Clean Environment issues: Measurable results on greenhouse gas reductions and other air pollutants; chemical pesticide and fertilizer reductions; household hazardous waste and waste oil diversion; implementation of environmental management plans. Capacity development of non-profit sector organizations to sustain projects and partnerships into the future. <p>► http://www.ec.gc.ca/ecoaction/wh_at_is_e.html</p>
EnviroClub Initiative	Assist small and medium-sized enterprises (SMEs) gain a better understanding of environmental management systems and pollution prevention practices and how to implement them. Draw the link between improvements in environmental management and improvements in profitability and competitiveness of SMEs.	Environment Canada - Quebec Region Canada Economic Development National Research Council of Canada Industry Atlantic Region: ACOA Environment Canada and provincial and community partners (in kind)	Three year budgets: \$0.3M \$1.2M \$0.3M \$.225M (approx.) \$0.09M \$0.01M	<ul style="list-style-type: none"> Workshops to initiate SMEs to pollution prevention and environmental management. In-plant pollution prevention projects aimed at improving the competitiveness and profitability of SMEs. EnviroClub pilot projects involving 44 companies that attended the workshops and implemented environmental management initiation projects or in-plant pollution prevention projects.

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
Eco-efficiency and Sustainable Development for SMEs	To improve sustainable development performance of manufacturing SMEs through promotion of departmental priorities on pollution prevention, energy efficiency, clean production, waste minimization, water and waste recycling, and the elimination of toxic releases from SMEs.	EPB-OR NOPP Environment Canada-HQ Province of Ontario Municipalities Industry	Allocations are notional for 2002-03: \$160K \$80K \$115K \$175K \$460K \$175K	<ul style="list-style-type: none"> In 2001-02, seek to increase the number of SMEs undertaking pollution prevention planning in order to promote green chemistry and responsible care principles and to reduce: GHG emissions, air emissions, toxic substance usage, generation of hazardous waste. Audits that address some or all of these components will be delivered at 30-60 SMEs in Ontario, with about 20-30 of these undergoing the Enhanced Eco-efficiency audits addressing toxic substances.
Persistent Organic Pollutants (POPs) Fund	Increase capacity of developing countries and economies in transition to reduce and eliminate releases of POPs.	Managed by the Canadian International Development Agency (CIDA) and Environment Canada	\$20M	<ul style="list-style-type: none"> Releases of POPs in countries considered significant sources will be reduced.
Acid Rain post-2000 Strategy	Ensure that critical loads for acid depositions are achieved across Canada. Thereby ensuring the health of our forests and aquatic ecosystems.	Federal/Provincial and Territorial Ministers of Environment and Energy	Environment Canada: \$2.7M A-base (approx.) and \$8.7M/5 years Provincial departments: a similar amount collectively CCME: Approx. \$0.1M in 2000-01	<ul style="list-style-type: none"> New targets for SO2 emissions in eastern Canada. Further emission reduction commitments from the U.S. Keeping "clean" areas clean. Continued science and monitoring. <p>► http://www.ec.gc.ca/special/ar_strat_e.html</p>
Montreal Centre of Excellence in Brownfields Rehabilitation (MCEBR)	Platform for research, development and demonstration of technology, tools and expertise in the remediation of brownfield sites.	Biotechnology Research Institute Environment Canada Centre de recherche minérale du Québec City of Montreal Ministère des Affaires municipales et de la Métropole Environnement Québec Canada Economic Development Private sector	Five years budgets: Federal: \$4M Provincial: \$3M Municipal: \$0.5M Private sector: roughly \$20M/5 years	<ul style="list-style-type: none"> Develop technologies Position Canadian firms in domestic and international markets. Create high level jobs. Position Canadian research centres on the world stage. Solve health and environmental problems. Advance science. Bring about changes in the regulation of contaminated soil. <p>► http://www.cemrs.qc.ca/mcebr/acueil_cadre1.htm</p>
Contaminated site remediation projects Port of Montreal Pier 103	Remediation of ±40,000 m ³ of sediment contaminated with hydrocarbons and metals.	Noranda Shell Canada Esso Imperial Port of Montreal Environment Canada	\$5M/3 years	<ul style="list-style-type: none"> Site remediation.
Contaminated site remediation projects Rivière Saint-Louis	Remediation of ±6,000 m ³ of contaminated sediment.	Alcan PPG Environment Canada	\$3M/3 years	<ul style="list-style-type: none"> Remediation of the river bed.

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
Contaminated site remediation projects Mid-Canada Line	Remediation of hydrocarbon-contaminated soil at 42 radar sites located along the 55 th parallel.	National Defence Environment Canada Inuit Cree	\$1.8M/4 years	<ul style="list-style-type: none"> Remediation of the sites and transfer of knowledge to the Aboriginal communities.
NATURE BUSINESS LINE				
Long-Term Key Result: Biological diversity is conserved				
National Strategy for the Protection of Species at Risk in Canada 1. <i>Species at Risk Act</i> (SARA) 2. Accord for the Protection of Species at Risk 3. Habitat Stewardship Program (HSP)	Protect species at risk. Conserve, protect and rehabilitate habitats of significance to migratory birds and species at risk in Canada.	1. SARA: Environment Canada, Department of Fisheries and Oceans (DFO), Parks Canada Agency (PCA) 2. Accord: Environment Canada, provinces, territories 3. HSP: Environment Canada, DFO, PCA, provinces, territories, NGOs, Aboriginal communities, private landowners	SARA: 2001-05: Environment Canada: \$108.2M DFO: \$39.1M PCA: 12.8M (these resources include \$40M (2001-05) to Environment Canada, DFO, PCA for the Habitat Stewardship Program)	<p>SARA</p> <ul style="list-style-type: none"> Guide the proposed SARA through parliamentary process and develop initial set of regulations 2002-03. <p>Accord</p> <ul style="list-style-type: none"> Continue work on Parts I and II and draft Part III (implementation issues) of the draft bilateral agreements under the Accord for the Protection of Species at Risk with pilot jurisdictions of Ontario, British Columbia and the Yukon. <p>HSP</p> <ul style="list-style-type: none"> Implement through regional partnerships with provinces/territories, NGOs, resource industries and other stakeholders (2001-04). Enhance the Habitat Stewardship Program including aligning the Program with recovery strategies and action plans and enhancing Aboriginal involvement in 2002-03.
Recovery Initiatives 1. Endangered Species Recovery Fund (ESRF) 2. Recovery strategies — development and implementation 3. Interdepartmental Recovery Fund (IRF)	Protect species at risk.	1. Environment Canada, World Wildlife Fund (WWF) 2. Environment Canada, DFO, PCA, provinces, territories, NGOs 3. Environment Canada, OGDs	1. Environment Canada: \$5M annually, matched by WWF 1:1 2. Environment Canada: \$30M/5 years; DFO \$18M/5 years; PCA \$8.5M/5 years 3. \$2M total annually, beginning in 2002-03	<ul style="list-style-type: none"> EC to develop 67 new recovery strategies and implement up to 20 action plans (2000-05); DFO to develop 24 strategies and implement up to 20 action plans; PCA to develop 10 strategies and implement up to eight action plans.
Committee on the Status of Endangered Wildlife in Canada (COSEWIC)	Protect species at risk.	Environment Canada, provinces, territories	Environment Canada: \$2M annually	<ul style="list-style-type: none"> Complete science assessments of status of listed species at risk (2002-03). Complete new science assessments (2001-04).
North American Bird Conservation Initiative (NABCI)	Conserve migratory bird populations.	Environment Canada, provinces, territories, NGOs		<ul style="list-style-type: none"> An international agreement on the NABCI will be established and demonstration projects implemented. National plans will be in place or in draft form for the 4 bird groups of the NABCI.
North American Waterfowl Management Plan (NAWMP)	Conserve migratory bird populations.	Environment Canada, provinces, territories, AAFC, NGOs, U.S. (federal, state, NGOs), Mexico	Environment Canada: \$7M; provinces, territories: \$3.5M; NGOs: \$2.2M; U.S.: \$36M Cdn.)	<ul style="list-style-type: none"> The NAWMP Update will have revised international objectives.

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
Ecological Gifts Program	Conserve, protect and rehabilitate habitats of significance to migratory birds and species at risk in Canada.	Environment Canada, provinces, territories, NGOs	Environment Canada: \$10.2M (2000-04)	<ul style="list-style-type: none"> Continue to implement the EcoGifts Program and evolve "gifting rules" to address other forms of land donations.
Protected Areas Strategy	Conserve, protect and rehabilitate habitats of significance to migratory birds and species at risk in Canada.	Environment Canada, DFO, PCA		<ul style="list-style-type: none"> Lead on development of federal protected areas strategy in cooperation with OGDs.
Long-Term Key Result: Human impacts on the health of ecosystems are understood and reduced.				
Northern Contaminants Program (NCP) II	The NCP Phase II is a five- year program (1998-2003), which funds research on northern contaminants issues at \$5.4M per year, in addition to supporting the Centre for Indigenous Peoples' Nutrition and Environment (CINE) and the participation of Aboriginal peoples in the NCP.	Managed by DIAND Partners include: Environment Canada, DFO, HC, Aboriginal peoples, governments of NWT, Yukon and Nunavut region	Total annual funding for the program is \$5.4M	<p>The emphasis of phase II is to:</p> <ul style="list-style-type: none"> expand human health research develop effective community dialogue continue work on international agreements to control contaminants. <p>► http://www.inac.gc.ca/NCP/abt/index_e.html</p>
Environment Canada Science Horizons Youth Internship Program	Science Horizons is a collaborative effort with industry, non-government organizations, universities and provinces to provide youth with necessary technical expertise and practical work experience in cutting edge science, and to give them access to networks that will help them find long-term employment in Canada. Over 500 participants have been placed in jobs across Canada since Science Horizons began in 1997-98.	HRDC, Environment Canada, industry, non-governmental organizations, universities and provinces	HRDC provides \$1.2M/year - partners must provide a minimum of 30 per cent of the project cost	<ul style="list-style-type: none"> Provide meaningful work experience to at least 94 youth in 2002-03. This program also supports the Clean Environment and Weather and Environmental Predictions Business Lines. <p>► http://www.ec.gc.ca/sci_hor/</p>
Long-Term Key Result: Priority ecosystems are conserved and restored.				
Atlantic Coastal Action Program (ACAP)	Reduce risks to sustainability in Atlantic Canada.	ACAP communities, Atlantic Provinces, OGDs, private sector, non-government organizations, academia	Federal: \$357K (FY 2000-01)	<ul style="list-style-type: none"> Improve public awareness and understanding of environmental issues. Build capacity to assume a leadership role for sustainability in their communities. Improve and enhance the environment through actions identified in comprehensive management plans. <p>► http://www.ns.ec.gc.ca/community/acap/index_e.html</p>
Nova Scotia Sustainable Communities Initiative	Initially planned for two Nova Scotia community areas, this initiative is an innovative plan for governments to work with communities and each other in a more integrated	Atlantic Region Federal Council Members, Province of Nova Scotia, municipal leaders from two pilot communities, First Nations	Federal: \$250K (FY 2000-01) Provincial: \$80K (in-kind)	<ul style="list-style-type: none"> Coordinated federal approach to working with communities in support of improved quality of life. Collaborative working relationships among 35 federal and provincial agencies.

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
	<p>way, which embraces the principles of modern governance and a strong societal fabric, highlighted the Speech from the Throne.</p> <p>Depending on the shared vision and priorities identified by the partner community areas, the initiative should achieve measurable progress in quality of life, whether its a cleaner environment, higher literacy, improved health, better infrastructure, safer streets or more opportunities to earn a good living.</p>			<ul style="list-style-type: none"> • Two formal secured partnerships for the achievement of a fully collaborative community-government sustainable communities approach. • http://www.nsaccess.ns.ca/sci/
St. Lawrence Action Plan Phase III: 1998-2003	Conserve and protect the St. Lawrence River ecosystem, and promote, with the involvement of riverside communities, access to the river and recovery of its uses within the context of sustainable development.	Environment Canada, Economic Development Canada, Parks Canada, HC, DFO, AAFC, TC, PWGSC, Government of Quebec, Priority Intervention Zone committees, NGOs, industry	<p>Five-year budgets:</p> <p>Environment Canada: \$62M; Economic Development Canada: \$20M; Canadian Heritage: \$20M; HC: \$11M; DFO: \$8M; AAFC: \$1M; TC: \$435K; PWGSC: \$1.1M</p> <p>Government of Quebec: \$116M</p> <p>Other partners' contributions not available</p>	<p>There are numerous planned results; examples include:</p> <ul style="list-style-type: none"> • Protected wildlife and plant species that are at risk. • 120,000 hectares of protected wildlife habitat, including 1,660 hectares by direct acquisition. • Better informed and sensitized public about the ecological value of the St. Lawrence. • Reduced public exposure to recreational water and drinking water that present a risk of chemical or microbiological contamination. • Improved public access to the St. Lawrence River. • New knowledge on the effects of water level fluctuations due to climate change. • Reduced toxic effluent from 10 industrial facilities. • Reduced pesticide use by 50 per cent and introduction of integrated pest management to 70 per cent of farm land by 2003. • Better sediment management. <p>• Action plan Web site: http://slv2000.qc.ec.gc.ca</p>
Community Interaction Funding Program (An offshoot of the St. Lawrence Vision 2000 Action Plan)	Financial and technical assistance program for community projects.	Environment Canada, Government of Quebec and communities	\$ included under St. Lawrence Action Plan	<ul style="list-style-type: none"> • Implement community projects to improve the St. Lawrence River.
Priority Intervention Zones (ZIP) (An offshoot of the St. Lawrence Vision 2000 Action Plan)	Enable riverside communities along the St. Lawrence and the Saguenay to identify their local priorities and develop and implement their own Environmental	Environment Canada, 14 ZIP Committees	\$ included under St. Lawrence Action Plan	<ul style="list-style-type: none"> • Strengthened local efforts to protect, conserve, restore and enhance the St. Lawrence in a manner that is consistent with the principles of sustainable development.

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
	Remedial Action Plans (ERAP).			
Canada-Ontario Agreement Respecting the Great Lakes Basin Ecosystem	The remediation, protection and conservation of the Great Lakes Basin Ecosystem.	Environment Canada, DFO, TC, PWGSC, HC, AAFC, Parks Canada Agency, NRCan, Government of Ontario	Currently under negotiation	<ul style="list-style-type: none"> • Currently under negotiation.
Pollution Prevention Projects	<p>Industry Sector P2: The prevention and reduction of adverse impacts of toxics (existing substances).</p> <p>Agricultural P2: reduction of impacts to fish and fish habitat.</p>	<p>Industry Sector P2: there are numerous partners, including:</p> <p>Canadian Vehicle Manufacturing Association; Automotive Parts Manufacturing Association; printing and graphics industry; metal finishing industry; dry cleaning industry, marinas, recreational vehicles and campgrounds, golf courses, auto body shops, OGDs (e.g., Correctional Services, CFIA), municipalities (including City of Toronto)</p> <p>Agricultural P2: There are numerous partners, including: Christian Farmers Federation of Ontario, Fisheries & Oceans Canada, Ontario Ministry of Agriculture, Food and Rural Affairs, Ontario Ministry of Environment, Ontario Cattlemen's Association, Ontario Pork.</p>	EC: \$1.1M; partners' expenditures not quantifiable	<ul style="list-style-type: none"> • Industry Sector P2: achieve reductions of toxic substances (e.g., substances listed under Canada-Ontario Agreement Respecting the Great Lakes Basin Ecosystem, CEPA Toxics, substances identified under the Accelerated Reduction/Elimination of Toxics program, Priority Substances List). • Annual reductions are quantified and reported in a fact sheet (to be posted in future at www.on.ec.gc.ca/epb/fpd). • Agricultural P2: reduce the number of manure spills to watercourses; increased compliance with <i>the Fisheries Act</i>.
Great Lakes Basin 2020	<p>A healthy and sustainable Great Lakes Basin Ecosystem:</p> <ul style="list-style-type: none"> • Complete all federal remediation actions in 13 of the remaining Areas of Concern (AOCs). • Make progress in restoring Hamilton Harbour, Metro Toronto and Port Hope Harbour AOCs. • Develop new knowledge, tools and techniques for establishing restoration targets and restoring impaired beneficial uses of the environment. • Achieve progress/success in restoring impaired beneficial uses in the 	Environment Canada, DFO, TC, PWGSC, HC, AAFC, Parks Canada Agency, NRCan	<p>Ongoing funding - Environment Canada: \$10M/year</p> <p>Budget 2000 - \$40M/five years</p> <p>Indirect funding from all federal partners</p>	<p>There are numerous planned results; examples include:</p> <ul style="list-style-type: none"> • Sediment action plans implemented in six AOCs • Completion of the Northern Wood Preservers contaminated sediments remediation project in Thunder Bay. • Implementation of watershed management plans for each Toronto watershed. • Communication of science through appropriate technology transfer mechanisms. • Completion of science assessments on issues related to restoration of beneficial uses in AOCs. • http://www.on.ec.gc.ca/glimr/program-e.html

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
Great Lakes Basin .				
Northern Rivers Ecosystem Initiative	The health and integrity of the aquatic ecosystem of the Peace, Athabasca and Slave river basins is sustained and the environmental impact of human activities within these watersheds is understood.	Primary funding partners: Environment Canada, Alberta Environment	Environment Canada: \$1.8M (2001-02); \$0.8M (2002-03); Alberta Environment: \$1.5M (2001-02); \$1.5M (2002-03) \$ are approximate and include in-kind resources	There are numerous planned results; examples include: <ul style="list-style-type: none"> • New scientific knowledge on the effects of contaminants and nutrients on the aquatic ecosystem of the northern river basins by 2003. • Improved knowledge of the hydrology of the northern river basins and the hydrological response to climatological, flow regulation and land-use factors by 2003. • Development of nutrient-loading guidelines by 2003. • Adoption of pollution prevention practices by basin residents. • http://www.pnr-rpn.ec.gc.ca/nature/ecosystems/nr-ei-iern/index.en.html
Northern Ecosystem Initiative	Enhance the future health and sustainability of northern communities and ecosystems.	Environment Canada, DIAND, NRCan, AgCan, DFO, Health Canada, Government of the NWT, Yukon, Nunavut, Quebec, Newfoundland and Labrador, Innu Nation, ITC, Dene Nation, Council of Yukon First Nations, Cree Council of Northern Quebec, academia, private sector, NGOs, northern communities	Environment Canada: \$200K (1998-99); \$500K (1999-00); \$500K (2000-01) , \$1.5M (2001-02); \$2M (2002-03) Partners: \$489K (1998-99); \$2.1M (1999-00); \$2.3M (2000-01); \$5M (2002-03)	Numerous planned results including: <ul style="list-style-type: none"> • Increased knowledge and awareness of ecosystem impacts of contaminants, climate change and development activities. • Implementation of long-term monitoring program on ecosystem status and trends. • Enhanced northern ecosystem science capacity in Aboriginal groups and communities.
Fraser Basin Council	Ensure that the Fraser Basin is a place where social well-being is supported by a vibrant economy and sustained by a healthy environment truly reflecting sustainability.	Direct: Environment Canada, DFO, HC Also includes: additional federal, provincial, municipal and NGO partners (e.g.; TC, MELP, Farm Folk/City Folk)	Environment Canada: \$100K/year; federal partners: \$350K/year; other partners: \$350K/year	There are numerous planned results; examples include: <ul style="list-style-type: none"> • Long-term and integrated resource management and land use strategic plan for all areas in the Fraser Basin by 2003. • Development of water use plans for hydroelectric facilities in the Fraser Basin by 2002. • Action Plan 1999/2004: http://www.fraserbasin.bc.ca/
Georgia Basin Ecosystem Initiative	Achieve healthy, sustainable and productive ecosystems and communities in the Georgia Basin (by supporting community efforts in meeting their sustainability objectives, and providing local governments with information and support that will enable them to better incorporate important environmental values into regional	Official partners: B.C. Ministry of Environment Lands and Parks BCMA DFO	EC: \$40.3M/5years 2000-01: EC - \$7.3M; DFO: \$1.8M directed to GBEI and \$7.0M in programs directly related to GBEI outcomes; HC: \$15M spent in programs directly related to GBEI outcomes	There are numerous planned results, including: <p><i>Air quality that supports healthy and vibrant communities and healthy ecosystems.</i></p> <ul style="list-style-type: none"> • All sources of air emissions inventoried for modeling (2002). <p><i>Clean water to protect and improve aquatic ecosystem health and human well-being in the Georgia Basin.</i></p> <ul style="list-style-type: none"> • Greater than 25 per cent of closed shellfish harvesting areas in selected Georgia Basin

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
	district growth strategies and waste management plans, local government community plans and day-to-day decision-making).			<p>communities will be re-opened by 2005.</p> <p><i>Terrestrial and aquatic fauna and flora, biodiversity and human well-being are maintained.</i></p> <ul style="list-style-type: none"> • Securement plans initiated for 250 ha land for wildlife and agriculture; protection of two Garry Oak sites (implementation by 2003). <p><i>Residents, communities and decision makers take action for healthy, productive and sustainable ecosystems.</i></p> <ul style="list-style-type: none"> • Georgia Basin QUEST model developed (deployed 2003). • http://www.pyr.ec.gc.ca/GeorgiaBasin/gbi_eIndex.htm
WEATHER AND ENVIRONMENTAL PREDICTIONS BUSINESS LINE				
Long-Term Key Result: Reduced impact of weather and related hazards on health, safety and the economy.				
Fed-Prov/Terr. Water Quantity Cost Share Agreement	Collect, archive and make available hydrometric information for managing the resource.	Environment Canada All Provinces and Territories	Environment Canada: \$14M Prov/terr: \$6M	<ul style="list-style-type: none"> • Fully harmonized water quantity data collection activities.
Ice Observing and Forecasting	Reduce impacts of ice hazards on marine.	DFO (CCG)	Environment Canada: \$5.8M DFO: \$10M (approx)	<ul style="list-style-type: none"> • Incorporate modern technologies.
Aviation Safety	Reduce impacts of weather hazards on aviation.	Environment Canada NAVCANADA DND	Environment Canada: Cost recovered NAVCANADA: \$18M DND: \$8M	<ul style="list-style-type: none"> • Incorporate modern technologies.
Volunteer Severe Weather Watchers	Reduced impact of weather and related hazards on health, safety and the economy.	Environment Canada Public CanWarn (shortwave operators)	Environment Canada: \$0.5M (approx) Others: their time and effort	<ul style="list-style-type: none"> • Expand CanWarn.
Volunteer Climate Observing Network	Provide climate data (temp & precip) across Canada to better understand the climates of Canada.	Environment Canada Public	Environment Canada: \$1M Public: their time and effort	<ul style="list-style-type: none"> • To make these data available in near real time through use of new technologies (e.g., Internet).
Supplementary Climate Observing Networks (soil temp, pan evaporation, etc.)	Critical data are stored in a national archive and available for climate analyses and research on climate change, etc.	Environment Canada OGDs (e.g., Agr and Agri-Food Canada), Provinces and others	Environment Canada: \$0.5M Others: unknown	<ul style="list-style-type: none"> • Modernization of these programs.
Surface Weather Observing Network	Weather data are made available — improved forecasting and verification.	Environment Canada OGDs (e.g., DND) Provinces, Agencies	Environment Canada: \$4.0M Others: unknown	<ul style="list-style-type: none"> • More data partnership arrangements (e.g., mesonets).
Dissemination of Meteorological Forecasts and Warnings	Reduced impact of weather and related hazards on health, safety and the economy.	Environment Canada Media — print, radio, TV, etc.	Environment Canada: \$1M (approx) Media: Approx 10 mins or more of air time per station per day	<ul style="list-style-type: none"> • Modernization of these programs.

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
Road Weather Services	Forecast temperature and condition of roads so that road maintainers can treat roads before snow and ice bond to the road. This requires less de-icing material (environmental benefits) and restores friction more quickly (winter road safety gains).	Environment Canada, Municipalities, Provinces, Nat Res Council, Federation of Canadian Municipalities, Private sector	Municipalities: \$3M (approx) to-date Provinces: \$4M (approx) to-date Environment Canada: \$.08M to-date	<ul style="list-style-type: none"> • Safer, more efficient traffic throughout the year and reduced use of road salt use (a potentially “toxic” substance under CEPA).
North West Atlantic, Great Lakes, and Pacific Coast Marine Buoy program	Reduced impact of weather and related hazards on health, safety and the economy.	Environment Canada DFO (CCG)	\$1M annually \$1M per year	<ul style="list-style-type: none"> • Acquire marine weather and oceanographic data such as wind and sea state data to safeguard life and property at sea and along eastern Canadian Seaboard.
Long-Term Key Result: Adaptation to day-to-day and longer term changes in atmospheric, hydrologic, and ice conditions.				
Climate Change Impacts and Adaptation	Understand impacts of climate change and variability on humans, various economic sectors and the environment, including specific ecosystems.	NRCAN and OGDs, Provinces and Territories, Municipalities, Inst for Catastrophic Loss, Fed of Cdn Municipalities, ENGOS, Academia	Environment Canada: \$2.6M Other: Unknown	<ul style="list-style-type: none"> • Minimize the impact of climate change and variability on human and ecosystem health, and the economy.
Climate Change Action Fund - Yellow Birch Dieback Project	Adaptation to day-to-day and longer term changes in atmospheric, hydrological, and ice conditions.	Environment Canada — MSC NRCAN UNB CCAF	Total \$.239M \$.046M \$.065M \$.053M \$.075M	<ul style="list-style-type: none"> • Assess and predict the impact of climate change on yellow birch to develop adaptation strategies on forest health.
Climate Change Action Fund - Sea Level Rise Project	Adaptation to day-to-day and longer term changes in atmospheric, hydrological, and ice conditions.	MSC-A: MWC Environment Canada - Econ Environment Canada - CIS Fisheries and Oceans Natural Resources Canada - GSC Parks Canada Agency Government of PEI Dalhousie University/ Environment Canada Climate Change Action Fund	Total \$.92M \$.04M \$.015M \$.04M \$.155M \$.21M \$.01M \$.01M \$.09M \$.35M	<ul style="list-style-type: none"> • Obtain a climatology of storm surges and sea ice in the southwestern Gulf of St. Lawrence, to determine the longer term impacts of climate change on ice cover, define vulnerability and hazard zones, develop models of extreme sea level and storm surge scenarios under warmer climate conditions, and examine economic impacts and develop adaptation strategies.

Collective Initiative	Key Result Commitment	List of Partner (s)	Money Allocated by Partners (\$millions)	Planned Results
MANAGEMENT, ADMINISTRATION AND POLICY BUSINESSSS LINE				
Long-Term Key Result: Strategic and integrated policy priorities and plans.				
Environment and Sustainable Development Indicators (Budget 2000)	Develop environmental and sustainable development indicators that will contribute to environmental policy making in a manner similar to the way in which economic indicators facilitate the Government's economic and fiscal management.	Environment Canada NRTEE Statistics Canada 20 depts/agencies through committee	\$4.5M/3 years \$4.5M/3 years	<ul style="list-style-type: none"> • Pilot testing of sustainable development indicators, including a gauging of their relevance and acceptability to various users in all sectors (by January 2003). • Recommendations on the above indicators, including next steps in their promotion, implementation and use, taking into account as well the findings from the above Environment Canada task force initiative (by end of fiscal year 2002-03).

Section 7 - Other Information

7.1 Performance Measurement Plan

This table provides a record of adjustments made to Environment Canada's performance measurement plan as it evolves over time.

Areas of Focus	Previous Long-Term Indicator	Modified/Current/New Indicator	Previous Long-Term Target	Modified/Current/New Target	Rationale for Change
Clean Environment Business Line					
Long-Term Key Result: Reduced adverse human impact on the atmosphere and on air quality.					
Climate Change	Canadian greenhouse gas (GHG) emissions.	Canadian greenhouse gas (GHG) emissions. Improvements in carbon efficiency of the Canadian Economy (i.e. Production of unit of Gross Domestic Product (GDP) with fewer GHG emissions) per cent of alternative energy to total energy used.	Reduce total emissions to 6 per cent below 1990 levels between 2008-12.	Reduce total emissions to 6 per cent below 1990 levels between 2008-12.	New Indicator.
Air Quality	Air pollution related mortality, hospital admissions and asthma episodes.	Transboundary flows of air pollution are reduced.	Reduce air pollution-related mortality, hospital admissions and asthma episodes by 25 per cent from 1990 levels by 2005 and 50 per cent by 2010.	Emissions reductions from 1990 levels in the area in the U.S. covered by the Ozone Annex: <ul style="list-style-type: none"> • for NOx: 35 per cent by 2007 and 43 per cent by 2010; • for VOCs: 36 per cent by 2007 and by 39 per cent by 2010. 	Indicators and Targets are now aligned with the new federal Clean Air 10 year agenda.
	Ambient levels of ground-level ozone and particulate matter (PM).	Emissions from vehicles, engines and fuels are reduced. Emissions from industrial and other sectors are reduced.	Meet Canada-Wide Standards for Particulate Matter and Ozone by 2010. Achieve 90 per cent compliance with sulphur in fuels regulations within five years of coming into effect. Further reduce sulphur in Canadian on-road diesel to 15ppm by 2006, in line with similar	Smog forming emissions from new vehicles are reduced by 90 per cent by 2010 compared to 2000. Smog forming emissions from new off-road equipment reduced by at least 60 per cent by 2010 from 2000 levels. Canadians and their communities are engaged in actions	Indicators and Targets are now aligned with the new federal Clean Air 10 year agenda.

Areas of Focus	Previous Long-Term Indicator	Modified/Current/New Indicator	Previous Long-Term Target	Modified/Current/New Target	Rationale for Change
		<p>Canadians take action to reduce air pollution.</p> <p>Canadians understand how to interpret air quality information and are aware of actions they can take.</p>	<p>requirements for diesel sold in the United States.</p> <p>Reduce transboundary smog with the United States through an Ozone Annex to the Canada-U.S. Air Quality Agreement, 1991, which will lead to a 90 per cent reduction in smog-causing emissions from new vehicles by 2010 (baseline year 2000).</p>	<p>to reduce their emissions and support government actions.</p> <p>Canadians have better access and make better use of information and tools to interpret air pollution information and the impact on their health and on the health of vulnerable populations.</p>	
Acid Rain	Canadian emissions of sulphur dioxide and nitrogen oxides.	Canadian emissions of sulphur dioxide and nitrogen oxides.	Establish permanent national limit on sulphur dioxide emissions of 3.2 million tonnes annually (first met in 1993).	<p>Continue to meet permanent national limit on sulphur dioxide emissions of 3.2 million tonnes annually.</p> <p>Reduce SO2 emissions by 50 per cent from cap by 2010 in Ontario, Quebec, New Brunswick and Nova Scotia.</p> <p>Canada-USA agreement for further SO2 cuts in USA (beyond 2004).</p>	<p>Limit was met in 1993.</p> <p>Provinces announced their targets.</p> <p>Should have been included in previous reports.</p>
Hazardous Air Pollutants	Atmospheric deposition of hazardous air pollutants (HAPs).	<p>Atmospheric deposition of hazardous air pollutants (HAPs).</p> <p>Implement CWS for mercury emissions and products.</p>	Under development.	<p>Under development for mercury</p> <p>Virtually eliminate 12 POPs identified in the United Nations Environment Programme (UNEP) (global) persistent organic pollutants (POPs) Convention from the Canadian environment.</p>	Targets have been developed.
Long-Term Key Result: Understanding, and prevention or reduction of the environmental and human health impacts posed by toxic substances and other substances of concern.					
Existing Substances	Preventive and control instruments in place for domestic uses and release of toxic substances.	Identification of "CEPA toxics".	<p>Categorize all of the approximately 23,000 substances on the Domestic Substances List (DSL) (jointly with Health Canada) by 2006.</p> <p>Risk management measures for any substances declared</p>	<p>Categorize all of the approximately 23,000 substances on the DSL (jointly with Health Canada) by 2006.</p> <p>Carry out screening level risk assessments for those substances</p>	Additional indicators and targets included to provide more detailed performance information for authorities under CEPA 1999.

Areas of Focus	Previous Long-Term Indicator	Modified/Current/ New Indicator	Previous Long-Term Target	Modified/Current/ New Target	Rationale for Change
			toxic will be proposed within 24 months of declaration and finalized 18 months later. Each year 10-20 CEPA toxic substances are anticipated.	identified as persistent and inherently toxic, or bioaccumulative and inherently toxic, in a responsible manner that ensures resources are applied adequately to substances of concern. Assessment of other substances of concern that become banned or severely restricted by other domestic and international jurisdictions.	
New Substances	All notified substances assessed and conditions or other controls issued within regulatory timeframes for all substances suspected of being toxic (Environment Canada receives and assesses approximately 1,300 notifications per year).	Preventive and control instruments in place for domestic uses and release of toxic substances.	Under development.	Each year 10-20 CEPA toxic substances are anticipated.	Additional indicators and targets included to provide more detailed performance information for authorities under CEPA 1999.
Persistent, Bioaccumulative Toxic Substances (PBTs)	Canada-wide standards for mercury, benzene, petroleum hydrocarbons and dioxins and furans presented to federal and provincial Ministers of the Environment by end of 2000.	Prevention or control instruments in place for PBT substances.	Under development.	Under development.	Update of Indicator.
Nature Business Line					
Long-Term Key Result: Conservation of biological diversity.					
Broader Conservation Agenda				Facilitate the development of a broader conservation agenda.	This target was added to reflect the objectives of the CWS Strategic Plan as well as the need to adequately recognize our role in the implementation of international conventions, agreements and other biodiversity.

Areas of Focus	Previous Long-Term Indicator	Modified/Current/ New Indicator	Previous Long-Term Target	Modified/Current/ New Target	Rationale for Change
Long-Term Key Result: Conservation and restoration of priority ecosystems.					
Water	Under development.	Under development.	Under development.	Clean, safe and secure water for all uses.	New target.
Weather and Environmental Predictions Business Line					
Long-Term Key Result: Reduced impact of weather and related hazards on health, safety and the economy.					
Increased margin of safety from severe weather and related hazards	Lead times and accuracy of warnings.	Lead times and accuracy of warnings.	Under development.	Meet the standards in the Public Weather Charter by 2004.	New target.
Improve society's capacity to adapt to, anticipate, mitigate, withstand and recover from high impact weather and other hazards		Awareness of vulnerability.		Under development.	New indicator.
Long-Term Key Result: Adaptation to day-to-day and longer term changes in the atmospheric, hydrological and ice conditions.					
Increase economic efficiency, productivity and competitiveness through atmospheric and related science and services	Under development.	Satisfaction and quality of day to day products. Satisfaction and quality of seasonal products.	Under development.	Under development.	New indicators.
		Value of Canada's private meteorological sector		Under development.	New indicator.
Improved quality of life for Canadians	Public and government satisfaction with products and services (include accuracy, utility and accessibility).	Satisfaction and quality of public forecasts.	^{SDS} Improve overall satisfaction with products and services.	^{SDS} Improve overall satisfaction with products and services.	Shifted focus to the public.
		Public access to services and information	^{SDS} Maintain public satisfaction with access to service at 85 per cent.	^{SDS} Under development.	Target deleted due to transition activities.
Scientific integrity and leadership	Under development.	Network integrity.	Under development.	Under development.	New indicator.

Areas of Focus	Previous Long-Term Indicator	Modified/Current/ New Indicator	Previous Long-Term Target	Modified/Current/ New Target	Rationale for Change
Management, Administration and Policy Business Line					
Long-Term Key Result: Strategic and integrated policy priorities and plans.					
Knowledge	Under development.	Under development.	Under development.	Enhancing the knowledge base to inform public debate and decision-making.	New target.
Partnerships	Strengthened support of federal environmental policy priorities and active engagement of key partners in implementation of these priorities.	Strengthened support of federal environmental policy priorities and active engagement of key partners in implementation of these priorities.	Perspectives and knowledge of Aboriginal people consistently considered in Environment Canada decision-making .	^{SDS} Strengthen EC's capacity to use partnerships to advance sustainable development and support and stimulate innovation.	Target description has been broadened.
	Improve capacity of local communities and communities of interest to take action and share information.	Improved capacity of local communities and communities of interest to take action and share information.	Under development.	Promote citizen engagement and contribute to community sustainability.	New target.
	Clear definition and advancement of Canada's environmental interests internationally.	Clear definition and advancement of Canada's environmental interests internationally.	Under development.	Advance Canada's environmental interest internationally, promote the integration of trade and the environment and environmental policies as well as health and environmental issues and foster international cooperation and good-governance.	New target.
Innovative Policy Instruments	Under development.	Under development.	Under development.	Develop and apply innovative policy instruments to achieve environmental results and advance sustainable development.	New target.
Shared Initiatives	Clear and effective policy priorities that are integrated with government-wide priorities.	Clear and effective policy priorities that are integrated with government-wide priorities.	Develop with Health Canada a coordinated approach to environment on human health issues, including a children's environmental strategy by fall 2002.	Develop strategic approaches to addressing environment and human health issues, including on children's environmental health, with Health Canada.	Target description has been broadened.

Areas of Focus	Previous Long-Term Indicator	Modified/Current/New Indicator	Previous Long-Term Target	Modified/Current/New Target	Rationale for Change
Long-Term Key Result: A well-performing organization supported by efficient and innovative shared services.					
Citizen Focus	Under development.	e-Government plays a significant role in enabling the Department to deliver on its mandate.	e-Government plays a significant role in enabling the Department to deliver on its mandate. Use the implementation of e-Government to further strengthen Environment Canada's citizen focus and its ability to expand and deepen collaborative arrangements.	Implement e-Government to further strengthen Environment Canada's citizen focus and its ability to expand and deepen collaborative arrangements.	First target moved to be reflected as an indicator.
	Improved service to citizens and stakeholders.	Improved service to citizens and stakeholders.	Under development.	Improve Environment Canada's understanding of the information and engagement needs of Canadians.	New target.
Exemplary Workforce	Degree to which the workforce is well led.		Departmental vision, direction and values are communicated effectively to all employees.		Target and indicator adjusted to better reflect logic model.
	Degree to which the workplace environment supports and enables the work of employees.		Fill 90 per cent of bilingual positions by employees who meet the linguistic requirements of their positions. Develop a management development policy in 2001-02 and a departmental learning investment strategy in 2002-03.	Fill 90 per cent of bilingual positions by employees who meet the linguistic requirements of their positions.	Previous target achieved.
Responsible Spending	Quality of corporate decision making (informed, realistic and communicated to staff).	Financial and non-financial information is integrated in a way that enables improved management decision-making.	Ongoing and future program funding linked to performance measurement information by 2003. Complete the development of a five-year action plan for modern management and modern comptrollership at Environment Canada in 2001-02. Communication of the Management Framework to build	Implement a five-year action plan for modern management.	Indicator adjusted to reflect current logic model. Previous targets achieved .

Areas of Focus	Previous Long-Term Indicator	Modified/Current/ New Indicator	Previous Long-Term Target	Modified/Current/ New Target	Rationale for Change
			awareness and ownership to all staff by March 2002.		
Managing for Results		Environment Canada managers integrate results-based management in their decision making.	Decisions on strategic commitments of the Department supported by results-based implementation plans and reporting strategies by 2003.		New indicator.
Values and Ethics	Under development.	Under development.	Under development.	Communicate Environment Canada's vision, values and directions to staff consistently.	New target.
Departmental Management Issues	The extent to which Departmental environmental policy is applied and integrated into internal operations.				Indicator modified to better reflect current logic model.

7.2 Key Co-Delivery Partners

Area of Cooperation	Key Co-Delivery Partners
Clean Environment Business Line	
Long-Term Key Result- Reduced adverse human impact on the atmosphere and on air quality	
National Implementation Strategy	Other government departments (Natural Resources Canada, Transport Canada, Agriculture and Agri-Food Canada, Statistics Canada, Industry Canada, Department of Foreign and International Affairs, Department of Indian and Northern Affairs, Department of Finance), provinces, territories and stakeholders (private sector)
Ozone Annex to the Canada - U.S. Air Quality Agreement	United States Environmental Protection Agency, Ontario and Quebec Governments
Federal Agenda On Vehicles And Fuels	Other federal government, Provincial and territorial governments, environmental and health organizations and automobile and fuel sector representatives
United Nations Environment Programme (UNEP) Global persistent organic pollutants (POPs) Control Agreement	Federal government, Aboriginal people, provincial and territorial governments.
Long -Term Key Result - Understanding, and prevention or reduction of the environmental and human health threats posed by toxic substances and other substances of concern	
Intelligence Program to support the enforcement of environmental laws and regulations.	Provinces and territories, Canada Customs and Revenue Agency, Royal Canadian Mounted Police Canadian Security Intelligence Service (CSIS) and Solicitor General Canada
Priority Substances Assessment Programs	Health Canada
Innovative Pollution Prevention and Control Measures	Health Canada, Industry, government agencies, Non-government organizations
Enforcement of environmental laws and regulations	Provinces and territories, Canada Customs and Revenue Agency, Royal Canadian Mounted Police
Canada's National Program of Action for the Protection of the Marine Environment from Land-Based Activities	Department of Fisheries and Oceans (DFO), provinces and territories, government agencies
Sydney Tar Ponds and Coke Ovens Contaminated Site	Province of Nova Scotia, Cape Breton Regional Municipality
Nature Business Line	
Long-Term Key Result - Conservation of biological diversity	
National Strategy for the Protection of Species at Risk in Canada	Provinces and territories, DFO, Parks Canada Agency, Aboriginal peoples, NGOs, private landowners
Migratory Birds and Habitat Protection : North American Waterfowl Management Plan	U.S., Mexico, provinces and territories, other federal departments, private conservation groups
Long-Term Key Result -Understanding and reduction of human impacts on the health of ecosystems	
National environmental indicators	Federal departments, provinces and territories, National Roundtable on the Environment and the Economy
Ecosystem science	Health Canada, Industry Canada, Natural Resources Canada, Agriculture and Agri-Food Canada, universities, private sector, provinces and territories
Long-Term Key Result -Conservation and restoration of priority ecosystems	
Freshwater management, including implementation of Federal Strategy to Prohibit Bulk Water Removals	Federal departments, provinces and territories
Ecosystem Initiatives	Other federal departments, provinces, territories, Aboriginal peoples, communities, universities, NGOs, private sector
Weather and Environmental Predictions Business Line	
Long-Term Key Result - Reduced impact of weather and related hazards on health, safety and the economy	

Area of Cooperation	Key Co-Delivery Partners
Delivering warnings of weather and related environmental hazards to the public	Media
Global telecommunications and data standards for the global exchange of meteorological data and products	World Meteorological Organization
Data, information and services to ensure safe delivery of their mandates and to safeguard public and marine safety (preventative and reactive).	NAVCANADA; other government departments/agencies such as Health Canada, Department of National Defence, DFO (Coast Guard), Emergency Preparedness, provincial and municipal emergency measures and response agencies
Hydrological and forestry information and data in support of transboundary water, floods, and forest management	Provinces
Radar and satellite data and imagery for warnings of weather, ice and related environmental hazards, transboundary flows and water management	Canadian Space Agency, U.S. government agencies (National Weather Service, National Oceanic and Atmospheric Administration, U.S. Corps of Engineers, U.S. Geological Survey)
Emergency response related to nuclear accidents and volcanic eruptions	International Atomic Energy Agency (IAEA), Health Canada, International Civil Aviation Organization (ICAO)
Research and development on severe weather	Universities, national and international research institutes, private sector
Programs to encourage youth and employment equity groups to pursue careers in science and atmospheric science in particular.	Canadian Meteorological and Oceanographic Society, academia, Association professionnelles de météorologistes du Québec
Detection of significant weather	Thousands of volunteers (severe weather watchers, police, ham radio operators, ships of opportunity)
Long-Term Key Result - Adaptation to day-to-day and longer term changes in atmospheric, hydrologic, and ice conditions	
Delivering weather and environmental predictions and information to the public	Media, industry specific agencies and the private sector
Multidisciplinary research and modelling related to atmospheric and environmental sciences	Research community (universities and institutes in Canada and abroad such as the UK Hadley Centre, the European Centre for Medium Range Weather Forecasts)
Consensus on climate change science, impacts and advice for policy makers on adaptation and mitigation	Intergovernmental Panel on Climate Change (IPCC), Inter-American Institute for Global Change Research (IAI) and others
Data and R&D for understanding of environmental impacts on people and business and developing coping strategies	Other government departments such as the natural resource departments and Health Canada
Radar and satellite data and imagery for weather and environmental predictions	U.S. National Weather Service, Canadian Space Agency, U.S. National Oceanic and Atmospheric Administration
Monitoring Canada's climate	Cooperative federal and provincial agencies and thousands of volunteer climate observers
Management, Administration, and Policy Business Line	
Long-Term Key Result 8 -Strategic and integrated policy priorities and plans	
Aboriginal governance in Environment	Indian and Northern Affairs Canada, Human Resources Development Canada, Health Canada, Provinces and Territories, Aboriginal peoples organizations
Environmental Valuation	Statistics Canada, Canadian Municipalities, universities
Furthering international cooperation	Other government departments such as Department of Foreign Affairs and International Trade, Canadian International Development Agency, Health Canada, Natural Resources Canada, Fisheries and Oceans, Industry, Agriculture and Agri-food Canada
Harmonization of environmental management between federal and provincial governments	Canadian Council of Ministers of the Environment, provinces and territories
Long-Term Key Result - A well-performing organization supported by efficient and innovative services	
Strengthening sound management	Treasury Board of Canada Secretariat
Delivery of common services	Public Works and Government Services Canada

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