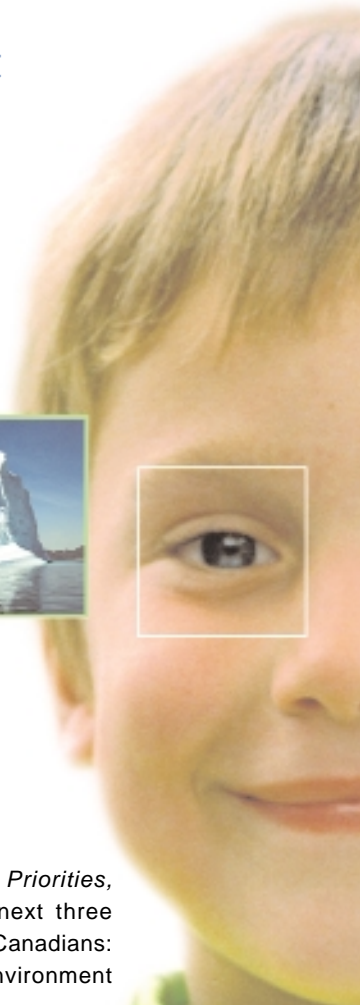


Our Report on Plans and Priorities 2003-2004



Our vision is 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.



This document is based on the *2003-2004 Estimates: Report on Plans and Priorities*, and summarizes what Environment Canada intends to achieve over the next three years. In particular, it identifies an agenda that responds to the priorities of Canadians: reducing the health impacts of environmental threats, sustaining our natural environment and moving forward on climate change.

Our Report on Plans

Our mission at Environment Canada 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.

A Focus on Sustainable Development

The pursuit of sustainable development is central to our quality of life and prosperity, now and into the future. It is critical to our health, our sense of well-being and the livability of our communities. It is increasingly a driver of innovation, a determinant of long-term growth and competitiveness, and a valuable asset in attracting and retaining talent and investment.

To make sustainable development a reality, Environment Canada needs to integrate social, economic and environmental issues into all of the Department's policies and programs. Increasingly, there is interest in the social aspects (eg., poverty and health) which lead to concerns relating to environmental health, including children's health, and the urban agenda. Intense work needs to continue, and much remains to be done, to better integrate environmental policies with economic considerations.

Science and Knowledge

Environment Canada's science is fundamental to the delivery of its vision and mission and provides the basis for the Department's policies, programs and services. It is critical for the success of Environment Canada that its science and technology efforts be of high quality, aligned with departmental and federal goals, linked to Canadian and international science and technology capacity, and applied in a way that effectively addresses the environmental and sustainable development needs of Canadians.

Our efforts include research, monitoring and assessment, technology and indicators development, and reporting activities. We use science to:

- understand naturally-occurring aquatic, biotic, terrestrial and atmospheric processes and their interactions;

- evaluate and assess the effects of known and emerging stressors on the environment;
- design and evaluate policy options for prevention, control, management and adaptation; and
- communicate scientific knowledge and provide Canadians with tools to develop and evaluate actions to address environmental issues.

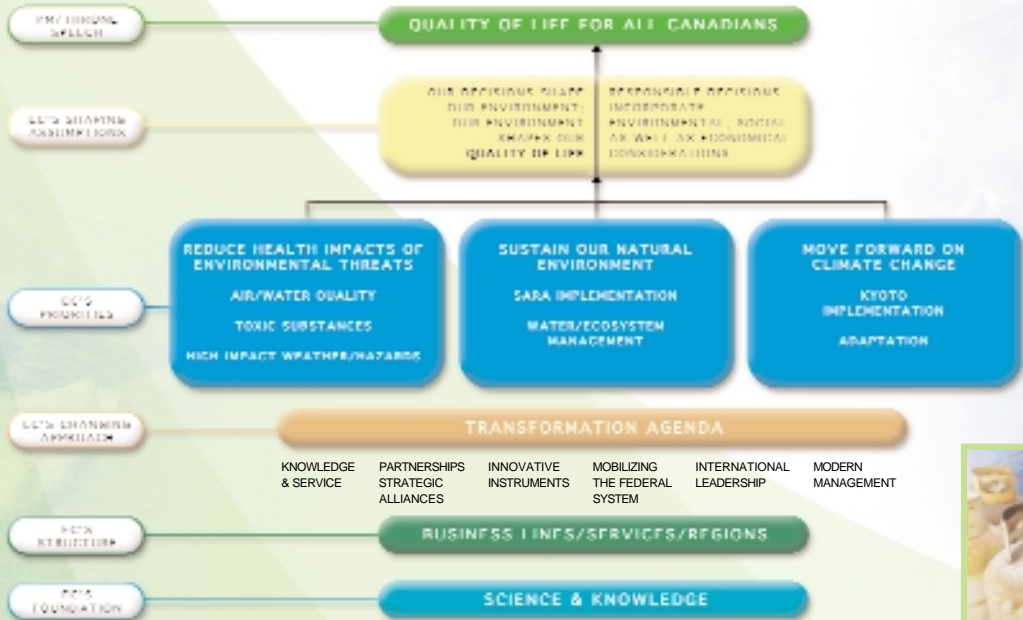
Environment Canada's Key Priorities

The 2002 Speech from the Throne placed a strong emphasis on Canada's environmental agenda and reflected the need to integrate social, economic and environmental objectives. It recognized that our health and the health of our children, the quality of life in our communities and our continued economic prosperity depend on a healthy environment.

To deliver on the priorities set out in the Throne Speech, Environment Canada will focus on the following critical areas over the next several years:

- **Reduce the Health and Safety Impacts of Environmental Threats:** focusing on concerns related to air, water, toxic substances, contaminated sites, high-impact weather and other hazards;
- **Sustain Our Natural Environment:** continue to shape and promote a natural legacy agenda, including implementation of the new *Species at Risk Act*, and
- **Move Forward on Climate Change:** implement Canada's Climate Change Plan.

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



and Priorities 2003-2004

Three Environment Canada Priorities

To meet the challenges of the coming decades, Environment Canada has identified the following three priorities.

Reduce the health and safety impacts of environmental threats

We must re-orient our approach to managing environmental problems that impact on the health of Canadians. On a number of fronts, addressing environmental issues will be an increasingly central, and more cost-effective approach to improving health outcomes. Our plan focuses on four critical issues:

- working to ensure Canadians have clean air to breathe;
- working to ensure Canadians have clean, safe and secure water;
- safeguarding Canadians from toxic substances and environmental contaminants; and
- helping Canadians reduce their vulnerability to high-impact weather and related hazards.

Sustain our natural environment

Environment Canada is continuing to shape and promote a natural legacy agenda by encouraging the conservation, protection and sustainable use of natural resources. In setting our priorities, the Department will continue to strive towards more integrated ecosystem approaches to conservation while also addressing the unique needs of individual species and species groups. Efforts will focus on the following areas:

- broader ecosystem strategies; and
- species strategies.

Move forward on climate change

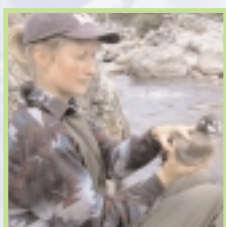
On December 17, 2002, the federal government announced its ratification of the Kyoto Protocol to the United Nations Framework Convention on Climate Change. The Climate Change Plan for Canada sets out a three-step approach for achieving Canada's climate change objective of reducing annual greenhouse gas emissions by 240 megatonnes (Mt). First, there are the investments to date that will address one-third of the total reduction (80 Mt). Second, it articulates a strategy for a further 100 Mt reduction. Finally, it outlines a number of current and potential actions that should enable Canada to address the remaining 60 Mt reduction. To achieve its goal, the Plan proposes five instruments:

- emission reductions targets for a large industrial emitters established through covenants with a regulatory of financial backstop;
- a Partnership fund;
- strategic infrastructure investments;
- a coordinated Innovation Strategy; and
- targeted measures, including a consumer one-tonne challenge, information, incentives, regulations and tax measures.

Public concern about the environment continues to be motivated by the growing awareness of how environmental factors affect our health. Fully 61% of Canadians feel that their health is now affected by environmental problems. Most Canadians (88%) also feel that environmental problems will have an effect on the health of future generations, a view that has found stable support since tracking began in 1992 (Environmental Monitor, 2002-2003).

*Leaving a healthy environment for future generations (64%) is the **number one** issue by which Canadians define what being a Canadian means to them. This feeling is strongest in the Prairies (79%). Women and older Canadians are more likely to state that environmental legacy best defines what being a Canadian means to them (Ekos, North American Integration, 2002).*

Over nine in ten Canadians (92%) agree it is our responsibility to address climate change for the next generation. Further, 84 and 80% respectively agree with the need for a coordinated international action of climate change (and therefore the essential nature of the Kyoto Protocol) and that the risk of waiting is simply "too high." Just over three in four (77%) agree that urgent action is required as the climate is already changing in serious ways. (Ekos – Canadians Attitudes Towards Climate Change, 2003).



PACIFIC &
YUKON

PRAIRIE &
NORTHERN

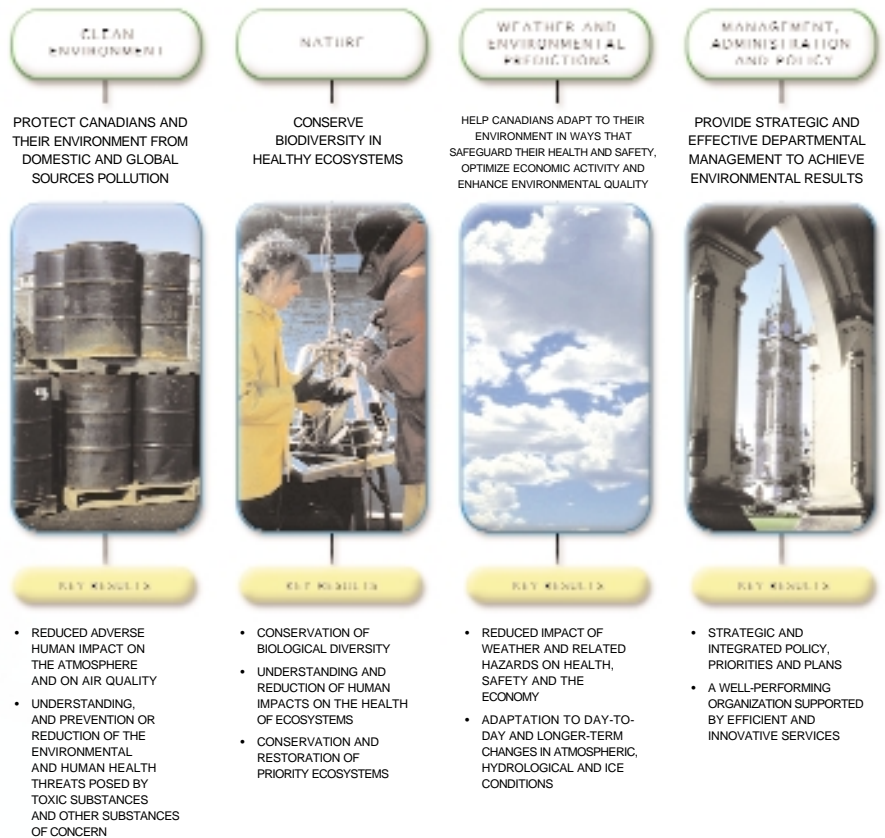
Environment Canada's Business Lines

Environment Canada fulfils 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, called "key results".

The Business Lines are forums for: setting national direction; ensuring national coherence in program delivery; establishing clear accountabilities for results across organizations; and for tracking performance. Each Business Line is led by an Assistant Deputy Minister (ADM) who provides functional leadership through building shared ownership for priorities, strategies and performance commitments. The ADM is accountable for achieving Business Line results.



Environment Canada's Services and Regions

Organizationally, the Department is divided into five headquarters services:

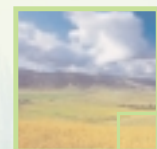
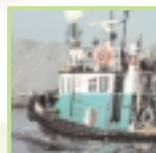
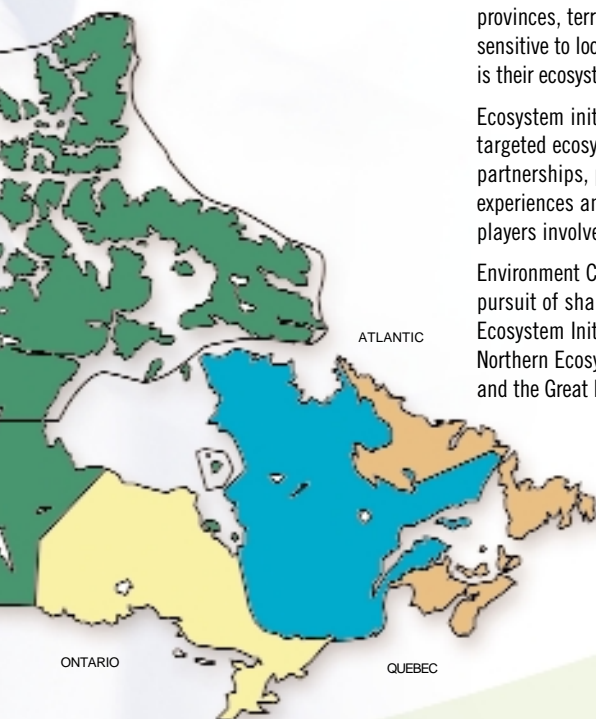
- Meteorological Service of Canada;
- Environmental Conservation Service;
- Environmental Protection Service;
- Human Resources and Service Innovation;
- Policy and Communications;

and five integrated regions: Atlantic; Quebec; Ontario; Prairie & Northern; and Pacific & Yukon.

Environment Canada's regional offices are led by a Regional Director General who delivers the national vision for the environment at the local level. Regional offices work in partnership with provinces, territories, communities and others across the country and encourage them to set goals sensitive to local and regional ecosystems. The strength of Environment Canada's integrated regions is their ecosystem approach.

Ecosystem initiatives are co-operative efforts to address complex environmental issues affecting targeted ecosystems. Ecosystem initiatives help Canadians achieve environmental results through partnerships, pooling resources, focusing science, co-ordinating 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/Georgia Basin Action Plan, the Northern Rivers Ecosystem Initiative, the Northern Ecosystem Initiative, the St. Lawrence Action Plan, the Atlantic Coastal Action Program and the Great Lakes 2020.




Environment Canada's Matrix Approach and Budget

Environment Canada's organizational structures crosscut Business Lines in a matrix management approach, which allows co-ordinated, consistent programming and direction, as well as client-centered delivery in a manner that respects regional differences.

The Business Lines are the blocks by which Environment Canada receives its budget from Parliament. The Business Lines also represent how Environment Canada must account for departmental spending and

the results achieved. Environment Canada will have a gross budget of approximately \$905.7 million in 2003–2004 (\$82.5 million in external revenue). This total amount is allocated among four Business Lines: Clean Environment \$281.01; Nature \$200.4; Weather and Environmental Predictions \$303.5; Management Administration and Policy \$120.8. About 33% of the budget is attributed to the regions.



	REG. DIR. GEN. PACIFIC AND YUKON	REG. DIR. GEN. ONTARIO	REG. DIR. GEN. ATLANTIC	ADM. POLICY AND COMMUNICATIONS	ADM. SUPPORT/ SOCIAL SERVICES OF CANADA	ADM. ENVIRONMENTAL CONSERVATION SERVICES	TOTAL \$ MILLIONS	TOTAL FTE					
CLEAN ENVIRONMENT	10.8	10.8	11.5	9.4	20.6	37.4	10.0	163.1	7.5	281.0	1,422		
NATURE	16.5	18.2	26.2	23.5	10.8	3.2				102.0	200.4	1,270	
WEATHER & ENVIRONMENTAL PREDICTIONS	18.8	36.9	17.3	13.3	11.7			205.1		0.4	303.5	1,713	
MANAGEMENT, ADMINISTRATION AND POLICY	10.9	9.3	10.2	5.9	5.8	47.2	23.3	4.9	1.2	1.7	0.5	120.8	1,236
TOTAL \$ MILLIONS	56.9	75.2	65.1	52.1	49.0	50.4	60.7	4.9	216.3	164.8	110.4	905.7	
FULL-TIME EQUIVALENTS	493	689	550	526	422	523	200	40	868	722	608		5,641

REG. DIR. GEN. = Regional Director General
ADM = Assistant deputy minister

This amount is based on initial distribution of a funding announcement made in the federal budget and may change.

Environment Canada's Transformation Agenda

Environmental issues are complex, wide-ranging and multi-jurisdictional. Emerging environmental science is providing a continuous flow of new insights into environmental risks that require significant time and resources to analyze and integrate into federal policies and programs.

Canadians want governments to respond to their needs and provide integrated service through a variety of delivery channels. What is needed is greater emphasis on ensuring that programs and services are designed and delivered from a citizen's perspective.

Given the complexity of environmental issues and the public's rising expectations for responsive service, Environment Canada needs to develop new approaches to environmental management to achieve substantive and lasting results. We are transforming the way we work both internally, and with partners and stakeholders.

The Knowledge in the Service of Canadians (KISC) agenda is a commitment made by the senior management of the Department to **deliberately integrate our approaches** to people, knowledge and service into the fabric of our work throughout Environment Canada. The agenda reflects Environment Canada's growing appreciation of the centrality of knowledge to our approach and our important service role in supporting effective decision-making on the part of Canadians.

The KISC agenda will support the development of **strategies that emphasize a more innovative approach** to the environment agenda. It will encourage a more integrated and long-term perspective.

There are five elements to this systematic approach that will become components of how we act on all environmental issues: science, information and indicators; innovative tools and instruments; partnerships and strategic alliances; mobilizing the federal system; and international leadership.

Environment Canada's Modern Management Action Plan (MMAP) is centred on transforming the way we work by ensuring that the Department has the **management capacity** necessary to deliver its policy and program initiatives and contribute directly to the achievement of the KISC agenda. As a result, Environment Canada is committing to excellence in five key management areas: responsible spending, managing for results, exemplary workplace, values, and citizen focus.



Knowledge in the Service of Canadians

Our goal is to manage and share knowledge creatively and encourage innovation to better serve Canadians now and in the future.

Principles of our KISC Charter:

1. Our people, their knowledge and their collective wisdom are essential to the service we provide.
2. Trust and collaboration at all levels are fundamental to our success.
3. Knowledge, experience and learning are readily shared, internally and externally, for the benefit of Canadians and the global community.
4. Active engagement and dialogue with clients, citizens, partners and stakeholders are key in ensuring our services are responsive to the needs of Canadians and serve the public good.
5. Our workplace is one that attracts and nurtures people and exemplifies a team-based environment.

For more information:
www.ec.gc.ca/rpp/index_e.html

