

**Environment Canada**

**2008–2009 Departmental Performance Report**

**Section III: Other Items of Interest**

## **Strategic Integration Activities**

### **1. Progress on the Federal Sustainable Development Strategy**

In 2008, Parliament passed the *Federal Sustainable Development Act*. The passage of this legislation significantly changed Environment Canada's role in sustainable development planning and reporting. Environment Canada is now responsible for the Act's implementation, which requires the development of the overall Federal Sustainable Development Strategy, as well as monitoring of and reporting upon the progress made implementing it.

In November 2008, Environment Canada completed the Sustainable Development Strategies Management Review on behalf of the Government of Canada, in response to a recommendation made by the Commissioner on the Environment and Sustainable Development in his 2007 report. The major findings in the Management Review were that sustainable development planning needs to be both top-down and bottom-up; that clear direction setting and leadership are required; that strategies need to be focused with clear goals and targets; and that sustainable development must be linked to existing tools for federal planning and reporting. These findings informed the implementation of the *Federal Sustainable Development Act*.

Environment Canada is working with other government departments to develop the draft Federal Sustainable Development Strategy, to be tabled in Parliament by June 2010.

### **2. Progress on Intergovernmental and Stakeholder Relations**

To achieve environmental outcomes, Environment Canada works closely and builds relationships with provincial, territorial and Aboriginal governments, and engages stakeholders and Aboriginal peoples. Environment Canada carried out several initiatives in 2008–2009 to manage relationships with other jurisdictions, Aboriginal peoples and external stakeholders. The Department engaged with these groups to further advance the Government of Canada's environmental agenda, including initiatives related to the reduction of greenhouse gases and air pollutants, and the management of chemicals.

The Department repositioned its work on federal-provincial-territorial relations in order to advance many other intergovernmental environmental issues, such as municipal wastewater, air emissions and biodiversity, under the auspices of the Canadian Council of Ministers of the Environment and the Canadian Councils of Resource Ministers. Environment Canada concluded the Memorandum of Understanding on Environmental Cooperation with the four Atlantic provinces.

The Department was actively involved in the negotiation and implementation of the environmental components of Aboriginal self-government and comprehensive land claim agreements, and the implementation of the *First Nations Land Management Act*. In order to provide a more coherent stakeholder engagement strategy, Environment Canada also worked towards further streamlining internal policies that impact its relationships with

partners, stakeholders and Aboriginal peoples, such as departmental policies, guidelines and tools related to Aboriginal consultations and public participation in decision-making. The Department undertook extensive internal discussions to develop a consultation policy that is in line with the Federal Action Plan on Aboriginal Consultation and Accommodation. Training was provided to staff on Aboriginal consultations and public participation. New technologies were used to foster collaboration between consultation practitioners and to improve monitoring and reporting of consultation activities.

### **3. Progress on the Department's Approach to its International Activities**

In the 2008–2009 *Report on Plans and Priorities*, Environment Canada committed to making progress on focusing its international engagement on activities that clearly support departmental priorities, and supporting countries and institutions that offer the greatest opportunities to achieve environmental and health benefits for Canadians. The Department also committed to providing information on progress and results arising from international environmental agreements in the *Departmental Performance Report*, *Report on Plans and Priorities* and on the Environment Canada website.

Environment Canada implemented an International Environmental Framework. The Framework ensures Environment Canada's international engagements are focused on delivering the Government's environmental agenda, while allowing the Department to be more effective when working internationally, as well as working domestically on international issues. Based on the Framework, the Department completed the three-year (2009–2011) International Chemicals and Waste Strategy to focus on priority issues and guide international engagement to achieve domestic results, and it continued to advance strategies for key institutions and partners.

As a tool to support Canadian environmental, economic and social objectives, Environment Canada is working closely with Foreign Affairs and International Trade Canada to ensure that environmental considerations are incorporated into free trade negotiations. In 2008, Environment Canada completed negotiations for environmental agreements parallel to free trade agreements with Jordan, Peru and Colombia. Negotiations with several other nations are under way.

Canada used key groups and bilateral relationships to ensure that environmental priorities were advanced, and to influence key partners and institutions. Examples include the following:

- **The G8:** Environment Canada provided policy development, policy coordination and advice into the 2008 Kobe meeting of Environment Ministers and the G8 Hokkaido Toyako Summit (in particular on climate change, biodiversity and the 3 Rs--reduce, reuse, recycle). Environment Canada also contributed to policy development in preparation for the 2009 G8 Environment Ministers' meeting in Syracuse and provided input into the Leaders' summit in L'Aquila (biodiversity and climate change).

- Environment Canada is working with other government departments and with the U.S. Department of Energy to advance the **U.S.-Canada Clean Energy Dialogue** announced by President Obama and Prime Minister Harper in February 2009. The Clean Energy Dialogue aims to enhance Canada–U.S. cooperation in meeting the critical challenges of developing clean energy technologies and reducing greenhouse gases. It focuses efforts on building a new clean energy economy as a key element of economic recovery and reinvestment efforts.
- In 2009, the 100th anniversary of the Boundary Waters Treaty, Environment Canada continued to work with Foreign Affairs and International Trade Canada to support the **International Joint Commission** and its important **Canada–U.S.** collaborative work on boundary and transboundary water management. In particular, 2008–2009 saw a strong focus on completing the first phase of the International Upper Great Lakes Study.
- Under the **India–Canada Forum for Environmental Cooperation**, Environment Canada advanced policy development that enabled Canada and India to work effectively on issues of environmental management, sustainable development and clean technologies.
- Canada hosted the **8th Council Session of the Canada–Chile Commission for Environmental Cooperation** in May 2008. Discussions related to the continued implementation of the Canada–Chile Agreement on Environmental Cooperation took place. Joint initiatives have resulted in successful cooperation in domains such as migratory bird protection, air quality monitoring, strengthening the implementation of the Stockholm Convention on Persistent Organic Pollutants and promoting environmental sustainability in the aquaculture sector.
- **United Nations Environment Programme:** Over many years, Canada has leveraged its reputation and its influence in promoting international cooperation to facilitate national, regional and global actions to reduce or eliminate as far as possible anthropogenic uses and releases of mercury and mercury compounds, thereby significantly reducing the domestic adverse impacts on health and the environment from these compounds. In this regard, international consensus was reached in February 2009 to begin negotiations regarding a legally binding instrument. Environment Canada will continue to provide leadership as a means of safeguarding ecosystem and human health from the long-range transport of contaminants.
- **Montreal Protocol and the Bilateral Program:** As an active member of the Executive Committee of the Multilateral Fund, Canada fostered consensus on a range of issues to enable the cost-effective phase-out of ozone-depleting substances in developing countries. Environment Canada also coordinated the implementation of projects to phase out these substances in 10 developing countries.
- **Arctic Council:** Environment Canada continues to be active in Arctic Council assessments and projects related to domestic priorities for the North, including International Polar Year research, biodiversity-related work, reduction of substances that are of concern domestically (i.e. brominated flame retardants and mercury), and adaptation to climate change in the Arctic.

- **Commission for Environmental Cooperation:** In the North American context, Environment Canada hosted the 15th annual meeting of the Environment Ministers of Canada, the U.S. and Mexico in Ottawa as a means of advancing priorities in the areas of sustainable growth, pollution prevention, biodiversity conservation, and compliance and enforcement. As part of the 2009 cooperative activities program, Environment Canada initiated the development of stronger project selection criteria, which were adopted by the three countries, and of trilateral work that was results-focused and North American in scope.

Environment Canada is updating its website to ensure that information on objectives, means and results of Department-led international environmental agreements are reported.

#### **4. Progress on Advancing a Canadian Environmental Sustainability Indicators Initiative**

Through the Canadian Environmental Sustainability Indicators (CESI) initiative, the federal government reports annually on three issues of key concern to Canadians—air quality, water quality and greenhouse gas emissions. These indicators bring together environmental information from federal, provincial and territorial governments, all of which share responsibilities for environmental management in Canada.

Environment Canada has identified the Canadian Environmental Sustainability Indicators initiative as a critical component of implementing the new *Federal Sustainable Development Act*, particularly in the assessment of progress toward goals identified in the Federal Strategy. The Department is currently working towards broadening the use of CESI indicators as a primary reporting tool in order to report on government-wide results under the new Federal Sustainable Development Strategy. A number of accomplishments have been realized, including the following:

- CESI indicators for air and water quality, and greenhouse gas emissions were released on a [new website](#) in March 2009. The CESI 2008 website includes several innovations intended to render it more relevant and accessible to Canadians by:
  - presenting the information in a more concise and less technical manner and providing answers to key questions about each issue;
  - linking indicator results to their key social and economic drivers, as well as to how they are influenced by individual or household behaviour;
  - including the ability to view and search for local and regional information on a map; and
  - comparing, for the first time, Canada’s performance with that of other G8 countries.
- Program evaluations have indicated that CESI is relevant to both federal government priorities and stakeholders’ environmental information needs and has a unique mandate. Further, CESI has produced its intended outputs and has achieved, or is on

track to achieve, most of its outcomes pertaining to increased capacity to produce environmental indicators.

- CESI indicators have been aligned with departmental and governmental environmental priorities for clean water, clean air and the reduction of greenhouse gas emissions.

Environment Canada has delivered analytical and evidentiary support to demonstrate explicit links between the environment and the economy, and to allow for informed decision-making on environmental issues and for the building of a policy research communications strategy to proactively communicate important environmental information to Canadians.

Further work is being undertaken to put in place a performance measurement system for CESI, to develop a communications strategy to increase target users' awareness of CESI products, and to support tracking and reporting progress for the Federal Sustainable Development Strategy.

## **5. Progress on Communicating Environmental Policy and Program Outcomes**

Environment Canada is actively communicating departmental priorities and important environmental information about regulation, enforcement and meteorological services to Canadians. Citizens are being informed about key issues such as Canada's actions to reduce domestic emissions and secure a post-2012 global agreement on climate change. The Department is regularly reporting on issues of concern such as air and water quality and greenhouse emissions through initiatives such as the Canadian Environmental Sustainability Indicators.

Communications strategies are being implemented for major initiatives such as the Chemicals Management Plan, the Action Plan for Clean Water and the Natural Areas Conservation Program. The Department has communicated information and findings to key groups using specific targeted fora, for example, by convening the Polar Bear Roundtable to communicate program activities related to protecting species at risk. Technologies are being used to expand the reach of communications to Canadians, through initiatives such using Web-based video to highlight the Department's science programs and international activities, and providing an automated email subscription service to keep Canadians well informed on enforcement issues.

## **6) Progress on Integrating Science and Technology**

Science and technology (S&T) plays a fundamental role in enabling Environment Canada to deliver on its mandate. Effective management of S&T ensures that the Department is able to address priority issues and that good value is being provided for S&T investments.

Environment Canada continues to implement the 2007 Science Plan. A first-ever report on research and development performance was produced this year (see the ‘‘Operating Environment’’ section of [EC’s 2008-2009 DPR](#)) to fulfill one of the Science Plan’s key commitments for tracking progress and communicating the relevance of the Department’s scientific work. The strategic directions developed in the Plan have also been a focus area for the Department. Work has been undertaken to develop a new integrated approach to monitoring and prediction activities. This work has been especially important for the Department’s engagement in northern science. During the 2008–2009 fiscal year, Environment Canada has been actively involved in key horizontal initiatives for Arctic research, including feasibility studies for the new High Arctic Research Station.

Environment Canada’s science capacity also depends on building new and more effective networks within the S&T Branch, the Department, the federal science community and national and international scientific networks. The two-day Branch Management Council in June 2008 was an opportunity to address key research questions and strategic science management issues, as well as to develop and strengthen networks within the S&T Branch. In addition, the Department continues to develop and promote the Atlantic Environmental Science Network, facilitating excellence in strategic and collaborative research in Atlantic Canada. Overall, Environment Canada has made progress in reducing barriers to scientific collaboration with external partners. For instance, the Department has worked to examine the existing grants and contributions framework and to develop best practices for encouraging collaborative research.

To strengthen the effectiveness with which science informs the decision-making process, an automated system to better capture the Department’s science and technology output is being developed. This will help bring the recent S&T to program managers and policy analysts, both internally and externally, to more routinely inform decision-making. The Department is also improving its S&T Web presence ([www.ec.gc.ca/scitech](http://www.ec.gc.ca/scitech)) so that important knowledge is readily available for all sectors that require this information promptly.

Efforts have also been made this year to communicate Environment Canada’s success in generating tangible environmental, social and economic benefits through its S&T activities. New stories continue to be added to the Department’s [Science and Technology into Action to Benefit Canadians](#) research impact series to demonstrate the areas in which Environment Canada’s research has been successful in generating tangible environmental, social and economic benefits, in addition to influencing the environmental decision-making process.

Also, Environment Canada’s approach to targeted science messaging has generated numerous solicited presentations to other federal departments and organizations. Along with several new publications, these presentations have made a considerable contribution to the science-policy dialogue in Canada and internationally.

Environment Canada has been actively engaged with other science-based departments and agencies on strategic science management issues. The Department’s work through

interdepartmental Assistant Deputy Minister-level committees on federal science has been important for developing best practices for managing science and coordinating efforts with other science-based departments and agencies. This includes targeted participation in human resources committees and working to advance several horizontal S&T initiatives. The implementation of the federal S&T Strategy, *Mobilizing Science and Technology to Canada's Advantage*, has been a priority for the Department. As part of the strategy, Environment Canada has worked to leverage its strong S&T capacity to enhance collaboration and advance environmental science in Canada.

In 2008–2009, Environment Canada endorsed its role with regard to technology, which includes accessing and/or developing the technology needed to monitor and understand the environment, understanding the environmental impacts of technology use, and generating and maintaining the technical knowledge and foresight needed to develop environmentally sound policies, programs and regulations. Although the Department's Science Plan and Technology Role were developed separately, in 2009–2010 they will be integrated into one comprehensive S&T Plan that will articulate the Department's current and emerging strategic vision for S&T.



## Corporate Services Activities

### 1. Progress on Building Management and Staff Capacity

**Information Management (IM) and Information Technology (IT):** The Chief Information Officer Branch (CIOB), which is the lead organization with responsibility for IM/IT at Environment Canada, introduced several significant changes to its organizational, service delivery and performance management capabilities and capacity in 2008–2009 in support of this management priority, as follows.

*Organizational Capability:* The CIOB developed IM/IT and human resource plans to provide strategic guidance to the operation of the Branch. An organizational re-alignment was undertaken in November 2008. The result is a better alignment to Government of Canada directions for provision of IM/IT services that better meets Environment Canada’s general and specialized requirements. Overall, the maturity of the CIOB was enhanced through the creation of divisions focused on enterprise architecture and project delivery, the latter promoting the use of the PRINCE2, a recognized project management methodology.

*Service Delivery Capability:* Overall, the CIOB is in the process of transforming its role from being an “order taker” to being a “business partner,” with the ultimate goal of becoming an innovator to advance departmental strategic outcomes. As the CIOB proceeds on this evolution, it will ensure that the Department extracts greater value from its IM/IT investments.

The match between program-area requirements and CIOB capacity is improving through the use of portfolio management functions to ensure a tighter integration and management of IM/IT products and services to meet departmental program objectives. In 2009–2010, this capability will be augmented through the introduction of regional client relationship managers to provide a local liaison between regional organizations and the CIOB.

Further improvements are expected, with the emerging focus on innovation as a tool to meet current and anticipated program requirements, through the transformation of technologies and business processes.

*Performance Management Capability:* The introduction of a monthly meeting of the Branch Operations Committee has improved tracking and reporting against CIOB objectives.

**Human Resources:** Since April 2008, the Human Resources (HR) Branch has sought to improve its ability to deliver in key areas such as staffing, classification and compensation through the engagement of more HR advisors. The HR Branch continues to “bring work to the talent” by staffing positions traditionally based in the National Capital Region in the regional offices. Further, a development program was launched on September 1, 2008, for all new Human Resources trainees and compensation advisors,

consisting of mandatory formal training at the Canada School of Public Service, assignments on a variety of files, and a mentor and formal review process, including feedback from clients.

A national workshop on staffing was held on October 22–23, 2008, bringing staffing officers from across the country together to explore the staffing business process and identify opportunities for streamlining and using the flexibility provided for under Human Resources Modernization.

*Building Capacity for Managers:* The Human Resources Branch developed a strategy to build people management capacity in managers for approval in May 2009. Over the next two years, this strategy is expected to focus on building a people manager network at Environment Canada, building a virtual tool box, and developing a people manager learning continuum that will help the Department attract, retain and enhance people management skills. During the 2008–2009 fiscal year, the Human Resources Branch also implemented Fast Track Staffing and developed the Employment Equity Express Lane Recruitment initiative. The Department will continue to make advancements in areas of technology and has explored new processes to fast track other activities such as deployments.

Environment Canada continued to invest in the installation of and change management related to a new human resources management system, PeopleSoft 8.9. This is no trivial undertaking, and Environment Canada has carefully assessed its requirements and options to ensure success. Throughout the project, the Department has continued to contribute to the Common Administrative Shared Systems project and has been active in interdepartmental work and collaborations to seek economies through partnerships, common processes and common tools.

Integrated business and human resources planning is an ongoing activity that continued to evolve last year, as the Department entered its third integrated planning cycle. Building on lessons learned and dealing with a number of complexities that arose with the introduction of new processes, Environment Canada can state with confidence that its capacity for integrated business planning has improved. With three cycles of human resources planning established, only minor refinements to the process were required. Over the course of the planning cycle, there was marked improvement in forecasting vacancies, links to strategic outputs and the alignment of human resources to business imperatives.

**Finance and Corporate:** Significant progress in staffing within Finance & Corporate Branch took place during the 2008–2009 fiscal year to address capacity issues across the Branch. A task force was set up to horizontally manage the implementation of directorate-level staffing plans across the Branch.

Finance & Corporate Branch planned staffing actions have been identified for the 2009–2010 fiscal year and are being analyzed to identify optimal recruitment and staffing mechanisms (i.e. career fairs, collective processes, creation of pools of qualified

candidates for anticipatory staffing, developmental programs, etc.). The task force will centrally coordinate and manage Branch priority staffing.

## **2. Audit and Evaluation Activities**

Environment Canada's Audit and Evaluation Branch plays an important role in improving the effectiveness and efficiency of departmental policies, programs and management.

The 2008–2009 fiscal year was a transition year for the Branch in which key milestones in implementing the Policy on Internal Audit were achieved. Efforts focused on Branch staffing, introducing the requirement for a detailed management action plan to be presented with each internal audit report to the External Audit Advisory Committee (EAAC), initiating activities to strengthen reporting mechanisms, and initiating the development of a long-term strategy for producing an independent annual assurance report.

The Branch introduced a more comprehensive and rigorous approach to the risk-based audit and evaluation planning process, in accordance with the requirements of the Policy on Internal Audit (April 2009) and Evaluation Policy (2001). Environment Canada's Risk-Based Audit and Evaluation Plan for 2009–2012 was enhanced to include a well-defined and risk-ranked audit universe, using the 2008–2009 Program Activity Architecture, a detailed mapping of projects to departmental priorities, the Corporate Risk Profile and the core management controls. The Department's Risk-Based Audit and Evaluation Plan also includes better alignment and integration with other audit assurance providers, such as the Office of the Auditor General, the Office of the Controller General, the Privacy Commissioner, the Commissioner of Official Languages and the Public Service Commission. The Plan further includes more detailed risk descriptions, rationale and scope for all audit and evaluation projects, including carry-overs, and offers an improved focus on follow-ups on recommendations and management action plans with deliverables and timelines.

During 2008–2009, the EAAC reviewed three Internal Audit reports and made recommendations to the Deputy Minister for approval. In addition, the Branch completed 12 evaluation projects that were approved by the Departmental Evaluation Committee. The Branch also coordinated departmental responses to nine external audits and assisted departmental managers in responding to 17 petitions.

The Branch provided secretariat, consultative and strategic support to the EAAC, which held four meetings and six teleconferences in 2008–2009. Environment Canada was at the forefront of delivering the eight core areas of responsibility, including the first EAAC annual report to the Deputy Minister. The Branch also supported four Departmental Evaluation Committee meetings in 2008–2009.

Efforts were also focused on enhancing the Branch's capacity, particularly in the areas of financial auditing and certification, external audit and strategic planning and

coordination. Progress towards implementing the Human Resources Strategies included providing coaching sessions, and personal learning and development for each employee.

The Audit and Evaluation Branch is committed to conducting the highest quality audit engagements and evaluation projects in support of improving management practices in the Department, and to continually improving and strengthening its functions to respond to changing demands and requirements.

### **3) Progress on Official Languages**

Under the *Official Languages Act*, Environment Canada is committed to providing effective communications and services to the public, regardless of the service delivery method used, and to providing an exemplary workplace that is conducive to the use of both official languages. As part of the progress made in 2008–2009 with regard to the Official Languages Program at Environment Canada, the Executive Management Committee approved the Department’s Official Languages Action Plan for 2009–2011. The plan was developed as a follow-up to the audit by the Office of the Commissioner of Official Languages and requires the development and implementation of several initiatives aimed at ensuring Environment Canada’s compliance with the *Official Languages Act*. The initiatives include revising the guidelines on service to the public and active offer, developing guidelines on language of work and an accountability framework for official languages, and revamping the official languages site on Environment Canada’s Intranet. A communication strategy outlining activities to raise awareness among employees of various parts of the Act has been developed and will be implemented throughout the year. The members of the Official Languages Champions Network fully support the Department in implementing Parts IV, V, VI and VII of the Act and are committed to helping the Department achieve its official languages goals and objectives. The Network recently held its second annual face-to-face meeting to identify initiatives that will help promote official languages in the Department, such as having a day each month on which employees would be encouraged to speak their second language, developing interactive videos and holding brown bag sessions on official languages.

The Department continues to monitor employees appointed through non-imperative staffing and reports annually to the Public Service Commission on non-imperative employees’ progress toward learning a second language. This process ensures that these employees have access to language training and complete it within the time frame prescribed by the Public Service Official Languages Exclusion Approval Order.

Environment Canada began setting up a mechanism for coordinating official languages activities by naming a national champion and a national coordinator for Part VII, and has begun to create a national reporting structure. The Executive Management Committee has approved and supports the implementation of “A Path Forward.” As a result, senior managers across the country have been briefed on the Department’s responsibilities under Part VII. Environment Canada representatives have participated in interdepartmental national as well as regional meetings on section 41 of the Act. They have also consulted

with official language minority communities (OLMCs) in Atlantic Canada to find out their needs and offer services, and consulted informally in other regions of Canada. Teachers' associations and school boards across Canada were also consulted. Environment Canada has targeted educational services related to the environment by developing a classroom program and brochure and delivering the program to 2,200 students and teachers in OLMCs in seven provinces. Canadian Heritage recognized the Youth and Teachers Program as a best practice in the federal government. Environment Canada sent printed material and made Web information available to a large number of OLMC schools across the country. The Department has begun to measure its successes and drafted a departmental action plan on section 41 for 2009–2012, which is expected to be approved in the fall of 2009.

## Progress on the Management Accountability Framework

The [Management Accountability Framework \(MAF\)](#) captures the Treasury Board of Canada Secretariat's (TBS) vision for sound management in the public service. TBS conducts an annual assessment to identify management strengths and weaknesses in individual government organizations and government-wide.

In 2008–2009, TBS asked Environment Canada to focus on two specific areas:

- **Improve performance by continuing to refine and strengthen the Strategic Outcomes and Program Activity Architecture:** In response, Environment Canada completed a comprehensive review and renewal of its Strategic Outcomes, Program Activity Architecture and Performance Measurement Framework for application in 2010–2011.
- **Improve the quality of financial analysis and information, and the processes of expenditure management, planning, and budget allocation:** Environment Canada's financial management framework was examined, and adjustments were made to its governance structure, enabling the timely allocation of funds and improvements to the quality and analysis of financial information. As a result, budgets were allocated earlier in 2008–2009 than they were in 2007–2008. Financial management has been a continuing area of focus at meetings of both the Executive Management Committee and Leadership Council. Environment Canada's executive cadre and senior managers also all have performance goals related to financial management in 2008–2009.

TBS has also acknowledged the improvement of Environment Canada's management in a number of areas, namely that it has become a strong values and ethics organization and has a strong evaluation function. TBS also noted that Environment Canada is the first department to receive Treasury Board approval for its Integrated Investment Plan.

The Round VI MAF Assessment identified the following three management priorities for Environment Canada in 2009–2010:

- **Ensure that Environment Canada is in compliance with the Management, Resources and Results Structure (MRRS) Policy** - In 2009–2010, Environment Canada will develop and implement a strategy to communicate the implications of the new Program Activity Architecture and Performance Management Framework.
- **Ensure that descriptions of Environment Canada's role and responsibilities and related information in InfoSource holdings comply with TBS requirements:** The Department's chapter in InfoSource has been revised for the 2009 edition and will reflect the new Program Activity Architecture. A further review will be conducted in the winter of 2009–2010 to improve the chapter for the 2010 edition.

- **Take steps to achieve compliance with Management of Information Technology Security requirements and complete the establishment of the departmental Business Continuity Planning program:** In response, Environment Canada will establish an IM/IT security policy framework, develop a two-year roadmap and action plan for IM/IT security and continuity, and identify critical IM/IT systems. In addition, a business continuity template has been completed and will be submitted to the Executive Management Committee.

Overall, Environment Canada will continue to act upon the results and recommendations of the MAF assessments to strengthen management accountability and improve management performance.