

Environment

BUSINESS PLAN 2008-11



ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2008 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of March 18, 2008 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The Ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.

Rob Renner, *Minister of Environment*
April 1, 2008

THE MINISTRY

The Ministry of Environment consists of the Department of Environment and the Climate Change and Emissions Management Fund as the entities for government reporting purposes as well as the Environmental Appeals Board, which is a quasi-judicial board reporting to the Minister. In addition, three Delegated Administrative Organizations report to the Minister and operate with separate board governance and financial management. They are the Alberta Recycling Management Authority, the Beverage Container Management Board and the Alberta Used Oil Management Association.

The Ministry's authority to carry out its mandate is based on the *Environmental Protection and Enhancement Act*, the *Water Act* and the *Climate Change and Emissions Management Act*.

VISION

Alberta's environment sustains a high quality of life.

MISSION

Environment assures the effective stewardship of Alberta's environmental systems to sustain a high quality of life.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

Environment is committed to achieving the vision of the Government of Alberta's Strategic Business Plan: An innovative and prosperous province where Albertans enjoy a high quality of life built on vibrant communities and a healthy environment. The key linkage between the Ministry of Environment's 2008-11 Business Plan and the Government of Alberta Strategic Business Plan is:

Goal 3: The high quality of Alberta's environment will be sustained – The Ministry of Environment contributes to this goal by ensuring Albertans have the quality and quantity of water needed now and into the future to support population and economic growth, by leading Alberta's action on climate change, by informing Albertans about our environmental stewardship, by leading the development of an oil sands environmental management framework and by developing and implementing an Alberta framework to manage cumulative environmental effects, working together with industry, citizens and communities.

Government of Alberta Priority

The Ministry of Environment will work with Energy to address the government priority: *Ensure Alberta's energy resources are developed in an environmentally sustainable way.*

VALUED BEHAVIOURS

The Ministry's values are reflected in our corporate and individual behaviors. They define how we treat our stakeholders, clients, partners, the public and each other.

Respect – We foster an environment in which each individual is valued and heard.

Integrity – We behave ethically and are open, honest and fair.

Accountability – We are responsible for our actions and for contributing to the effectiveness of the public service.

Excellence – We use innovation and continuous improvement to achieve excellence.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

The Ministry of Environment is working collaboratively across government and with stakeholders to respond to increasingly complex environmental challenges and risks, such as:

Climate Change

Heightened awareness of climate change issues continues, with international discussion focused on finding ways to reduce the amount of carbon emissions and adapt to the changing climate. While an environmental issue, climate change also has an economic and fiscal impact. Albertans and the Ministry have the opportunity to demonstrate leadership and innovation through research on carbon capture and storage and improved energy intensity of fuels. There is growing awareness that climate change brings other changes for which adaptation is necessary. Anticipating what these changes will be and providing for early adaptation to reduce risk and costs are important for Albertans'

quality of life. With the increasing demand for cleaner energy, a wide range of alternatives need to be researched, developed and deployed. Whether it is cleaner hydrocarbons, bio-fuels, geo-thermal, wind, or solar, the Ministry of Environment continues to work with its partners and stakeholders to find ways of reducing environmental impacts and cumulative effects.

Water Quality and Quantity

Increasing water demand from unprecedented population and economic growth coupled with the uncertainty of future water supplies creates one of Alberta's most significant challenges. There are limits in the amount of water available to use, particularly in southern Alberta where water resources are fully allocated. The Ministry is working with the watershed planning and advisory councils and watershed stewardship groups and engaging Albertans to create viable solutions to meet this challenge with innovation that supports healthy ecosystems and a vibrant economy.

Oil Sands Development

The oil sands are a focal point for environmental issues in the province. They include and embrace all the major environmental theme areas in one large regional context. They are also seen as a global resource, and a global audience is critiquing Alberta's environmental management of the oil sands. The Ministry's new Oil Sands Division is engaging world-class experts and scientists to assist in managing this important provincial resource.

Managing Cumulative Effects

With the increasing population and pace of development, cumulative effects management is essential to balance the needs of agricultural, residential, industrial, and commercial land uses while achieving environmental outcomes. This complex challenge requires understanding new issues like ecological sensitivity, invasive species and biodiversity and developing management solutions that integrate our knowledge of these issues with our response to growth pressures such as urban sprawl, expanding infrastructure needs, social, environmental and human health trends and changing economic opportunities.

Information and Knowledge

Integrated and accessible environmental information systems are critical to achieving Albertans' goals for the environment. In this day of transparency and easy access to information it is important the Ministry works with stakeholders to assess their environmental information needs and provide solutions that work.

STRATEGIC PRIORITIES 2008-11

In addition to ongoing core activities, the Ministry has identified the following strategic priorities:

GREENING OUR GROWTH

- 1. Climate Change**
Linkage:
Goals 1, 2, 3, 4 and 6
The Ministry of Environment, together with its partners, will implement the climate change strategy, including conservation, energy efficiency, and adaptation initiatives.
- 2. Environmental Stewardship Information**
Linkage:
Goals 3, 4, 5 and 6
The Ministry of Environment, together with its partners, will inform Albertans on our environmental stewardship to ensure a clear provincial, national and international understanding of Alberta's leadership, commitment and action on the environment.

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| <p>3. Cumulative Effects Management</p> <p>Linkage:
Goals 1, 2, 3, 4, 5 and 6</p> | <p>The Ministry of Environment, together with its partners, will lead Alberta's transition to an outcomes focused cumulative effects management system that is integrated with Alberta's Land-use Framework and addresses the impacts of development on land, air, water and biodiversity, at a regional level.</p> |
| <p>4. Water Quality and Quantity</p> <p>Linkage:
Goals 1, 2, 3, 4, 5 and 6</p> | <p>The Ministry of Environment, together with its partners, will manage Alberta's water resources to ensure the province has the quality and quantity of water needed now and into the future to support the population, healthy aquatic ecosystems and economic growth.</p> |
| <p>5. Oil Sands</p> <p>Linkage:
Goals 1, 2, 3, 4 and 6</p> | <p>The Ministry of Environment, together with its partners, will enhance our environmental management system to ensure we are world leaders in environmentally sustainable development of the oil sands through innovative policies and procedures that focus on cumulative effects.</p> |
| <p>6. Organization and Staff Capability</p> <p>Linkage: Goal 2</p> | <p>The Ministry of Environment will embed organizational learning in our behaviours and practices allowing employees to be engaged, enabled and empowered in the service of the Ministry's Vision and Mission. A focus on learning will enhance the Ministry's capacity to deal with increasingly complex environmental challenges and risks, and a focus on people will help employees be ready, willing and able to make a difference, individually and collectively.</p> |

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Core Business One: Safeguarding Public and Environmental Health

There is an integral relationship between public health and the state of the environment. The Ministry helps assure both public and environmental health for present and future generations of Albertans through drinking water, monitoring and evaluation, standards, climate change, innovation and policy, reclamation and emergency preparedness, integrated information solutions programs, and Climate Change and Emissions Management.

GOAL ONE

1

The Ministry has effective risk management, preparation and responses to events and emerging and complex issues

What it means The Ministry and its partners have to be aware of and manage environmental risks and opportunities. To do this, Environment advises other ministries across the Government of Alberta, municipalities and Albertans about emerging environmental issues and related threats to environmental and public health and safety. Working with Emergency Management Alberta, the Ministry helps plan hazard reduction and risk management with stakeholders. If required, the Ministry takes part in, or directs, emergency response activities that could have an impact on our air, land and/or water.

Strategies

- 1.1 Identify, understand and improve awareness of existing and emerging issues that could lead to significant environmental incidents and emergencies in the province.
- 1.2 Continue to assess groundwater protection and management across the province to identify areas and sectors requiring enhanced groundwater management.
- 1.3 Implement a comprehensive framework that integrates risk management into strategic decision-making, priority setting and operational and policy responses.
- 1.4 Implement the Climate Change Adaptation Strategy that builds on the adaptation vulnerability assessment recommendations and integrates with the Ministry's comprehensive risk management framework.
- 1.5 Maintain and continue to implement the Ministry's environmental emergency management program.
- 1.6 Evaluate water supply needs for Alberta's expanding population and economic growth.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
1.a Drinking Water Safety Indicator*				
• Facility Design Standards – Measures the percentage of facilities meeting the newest (1997 or 2006) standards, as applicable	81%**	87%	90%	92%
• Facility Operational Requirements – Measures the number of incidents where regulatory requirements have not been met that could lead to water quality incidents	35	25	22	19
• Water Quality – Measures the number of water quality incidents	43	38	36	34
1.b Environmental Emergencies Response Indicator				
Measures the response by Alberta Environment Support and Emergency Response Team to environmental emergencies within established timelines	87% responded to within 60 minutes	90% responded to within 55 minutes	90% responded to within 50 minutes	95% responded to within 50 minutes

* Evaluates performance of facilities delivering safe drinking water, and demonstrates continuous improvement of facilities, in the way facilities are operated, and reporting on analytical results.

** The remainder of facilities meets older (pre 1997) standards.

The Ministry and its partners have the required policies and programs to achieve the Government of Alberta environmental outcomes

What it means In order to set and achieve environmental outcomes, the Ministry and its partners must enhance capacity to develop and implement innovative policy. By working with partners and other ministries, the overall Government of Alberta's environmental and resource management needs are addressed in a coordinated way, with policies being developed, integrated and updated, as required, to achieve environmental goals.

Strategies

- 2.1 Implement *Alberta's Climate Change Strategy* with policy, program and infrastructure initiatives and assure appropriate governance of the Climate Change and Emissions Management Fund to support Alberta's intended outcomes, focusing on:
 - emissions management, using and updating the greenhouse gas regulatory framework for large industrial emitters and updating mandatory reporting requirements for medium-sized emitters;
 - the vulnerability assessment and climate change adaptation to reduce Alberta's exposure to climate change risks; and
 - support for energy innovation and carbon management initiatives designed to lower greenhouse gas emissions over the long term.
- 2.2 Implement and resource a renewed *Water for Life: Alberta's Strategy for Sustainability*, with a focus on:
 - shared governance and watershed planning frameworks as the foundation for future water management;
 - advancing the development of policies, economic instruments and information infrastructure to support water conservation; and
 - partnering with stakeholders to set instream flow requirements, groundwater and water quality objectives in key watersheds.
- 2.3 Build the water allocation information system, regulatory processes and policies on water conservation required to support innovative systems that improve water use in the South Saskatchewan River Basin.
- 2.4 Renew Alberta's *Clean Air Strategy* working through CASA to update the 1991 Clean Air Strategy and provide a new framework for air quality management in Alberta, focusing on:
 - existing and future clean air initiatives to achieve Alberta's intended outcomes for air quality; and
 - policy and tools to manage increasing air emissions, including provincial regional air quality issues and approaches.
- 2.5 Implement a system to effectively manage the cumulative effects of oil sands development.
- 2.6 Partner and direct research in environmental science and technology that has direct influence on policy and systems development.
- 2.7 Develop and implement the organizational learning strategies to enable Ministry systems and employees to anticipate and respond to environmental challenges and adapt to change with resiliency.
- 2.8 Enhance the Staff Capability Framework to support employees to align individual and collective performance to achieve the Business Plan goals.

- 2.9 Assist in ensuring Alberta's energy resources are developed in an environmentally sustainable way by supporting:
- Energy and Treasury Board in the creation of a strategic plan for developing the oil sands region;
 - Energy in implementation of carbon capture and storage research and demonstration projects; and
 - Energy in research on new oil sand extraction processes that use less energy, less water, reduce tailings ponds and improve land reclamation.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
2.a Policy Capacity Indicator				
<ul style="list-style-type: none"> • Percentage of staff that have received policy capacity training – Measures the percentage of staff having received policy training 	20%	30%	40%	50%
<ul style="list-style-type: none"> • Total number of policy training days taken per year – Measures the number of days of policy training taken by staff 	794	880	970	1070

Core Business Two: Leading and Enabling Citizens, Communities, Governments and Industry to be Environmental Stewards

Environmental stewardship is the shared responsibility of citizens, communities, governments and industry. Sharing timely and credible information about the environment helps all Albertans make informed decisions. Ministry programs that support this include Water for Life, educational awareness and intergovernmental relationships and partnerships.

GOAL THREE **3** Albertans are aware of and understand existing and emerging environmental threats and opportunities

What it means The Ministry will enhance its capacity to share information and knowledge about the state of the environment and emerging issues with Albertans. This will involve information-sharing partnerships with a variety of public agencies and non-government organizations. The Ministry will have reliable and readily accessible environmental data, information and knowledge that is representative of Alberta's diverse environment and responsive to existing and emerging environmental issues. By gathering and disseminating information in an effective, accurate manner and using knowledge networks for monitoring and reporting, the Ministry will help Albertans become more informed environmental stewards.

Strategies

- 3.1 Inform Albertans on our environmental stewardship to ensure provincial, national and international understanding of Alberta's leadership, commitment and action on the environment.
- 3.2 Work with partners to develop an integrated monitoring strategy for environmental conditions and performance across the province.
- 3.3 Work with partners to enhance, analyze and share environmental data to increase and share the resulting knowledge across stakeholders.
- 3.4 Enhance public awareness and understanding of environmental issues through public outreach and programs, and enable Albertans to take action by:
 - implementing an Education Framework within the department to improve the capacity to integrate education and awareness across the department;
 - developing a public awareness and education campaign targeting climate change, water, oil sands and waste issues; and
 - expanding youth and community engagement in education and awareness projects.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
3.a Client Access to Information through Environment's Information Centre				
• Accessibility – Measures the percentage of clients satisfied with accessibility to the Information Centre	85%	85%	85%	85%
• Knowledge – Measures the percentage of clients satisfied with staff knowledge	93%	95%	95%	95%

GOAL FOUR

4

Albertans, communities, governments and industry implement stewardship of the environment through innovative initiatives

What it means The Ministry encourages and supports environmental stewardship by working in a wide variety of partnerships to enable environmental entrepreneurship and innovation.

Strategies

- 4.1 Grow the ability of communities, including Aboriginal communities, to support stewardship in areas such as watershed management, airshed management, cumulative effects management, monitoring and reporting and waste reduction.
- 4.2 Guide the development and support the activities of stewardship organizations including Watershed Planning and Advisory Councils, Watershed Stewardship Groups, and airshed groups.
- 4.3 Conduct a third-party independent review of the Cumulative Environmental Management Association to ensure clarity of roles and responsibilities and enhance the association's efficiency and timeliness in developing recommendations.
- 4.4 Establish a youth-oriented conservation team to work with communities and stakeholders on conservation issues.

Performance Measures	Last Actual (Year)	Target 2008-09	Target 2009-10	Target 2010-11
4.a Beverage Container Return Rate* Measures the return rate of beverage containers each year based on sales and returns	74.2% (2006)	85%	85%	85%
4.b Used Oil Recovery Rate Measures the recovery rate of used oil each year expressed as a percentage of the estimated volume of recoverable oil and quantity recovered	80.5% (2006)	81%	81%	81%
4.c Municipal Solid Waste to Landfills Measures Alberta's progress towards reducing the amount of municipal solid waste disposed in landfills as measured in kilograms of waste per capita	818 kg per capita (2006)	800 kg per capita	700 kg per capita	650 kg per capita
4.d Electronic Recycling Measures the total tonnage of electronics collected and processed annually. Targets are set to achieve maximum recoverable volumes	5,941 tonnes (2005-06)	15,663 tonnes	18,795 tonnes	20,100 tonnes
4.e Facilities Implementing Stewardship Measures the number of facilities recognized as EnviroVista Leaders**	25 (2007)	28	31	34

* Does not include exempted containers (e.g., milk containers, plastic and paper cups).

** EnviroVista Leaders operate under *Alberta's Environmental Protection and Enhancement Act* and meet three qualifying criteria: they have an Environmental Management System in place, a five year history without enforcement action and a five year history of excellent emissions performance. Additional information can be obtained at <http://www.environment.alberta.ca/947.html>.

Sources:

- 4.a Beverage Container Management Board
- 4.b Alberta Used Oil Management Association
- 4.d Alberta Recycling Management Authority

Core Business Three: Leading and Supporting the Development and Maintenance of Critical Regulatory Systems and Environmental Infrastructure

The Ministry is committed to develop and maintain critical capital and regulatory environmental infrastructure, alone or through its partners. Programs that support this are integrated resource management, approvals, compliance and enforcement, water operations, oil sands innovation and policy, oil sands operations, emergency response and ministry support services.

GOAL FIVE

5

Environmental infrastructure is developed and sustained to meet the Government of Alberta desired outcomes

What it means Albertans depend on a variety of environmental infrastructure. Some infrastructure systems, such as drinking water, are critical to public health and safety. Other systems such as water management infrastructure (dams, canals, weirs, diversions, drains, etc.), have important economic significance and are critical to the achievement of *Water for Life: Alberta's Strategy for Sustainability* objectives. The Ministry monitors and reports on the adequacy of the infrastructure to ensure that it continues to meet evolving standards and requirements as well as the future needs of Albertans. The Ministry is also responsible for assessing the needs and managing the physical components of provincially owned environmental infrastructure.

Strategies

- 5.1 Plan for, support and assess sustainability of Alberta's environmental infrastructure and systems including:
 - operating and maintaining provincially owned water infrastructure (dams, canals, weirs, diversions, drains, etc.); and
 - ensuring privately owned water management infrastructure is safe.
- 5.2 Work with municipalities and other ministries to:
 - respond to needs for infrastructure enhancements like drinking water, wastewater and waste diversion infrastructure systems, with an emphasis on development of regional systems; and
 - review and assess existing programs supporting municipal environmental infrastructure to ensure they are effective.
- 5.3 Develop and maintain knowledge and environmental performance systems to support Government of Alberta, ministry and stakeholder environmental management opportunities, including cumulative environmental effects management and systems necessary to inform Albertans on our environmental stewardship.

Performance Measures	Last Actual (2006-07)	Target 2008-09	Target 2009-10	Target 2010-11
5.a Effective Water Management Infrastructure				
Measures the				
• Utilization	99.8%	99%	99%	99%
• Functional adequacy	95.1%	95%	95%	95%
• Physical condition (PC) of provincially owned water management infrastructure*	Good: 97.0% Fair: 2.9% Poor: 0.1%	Good: 93% Fair: 7% Poor: 0%	Good: 93% Fair: 7% Poor: 0%	Good: 93% Fair: 7% Poor: 0%

- * “Good” is defined as adequate for intended use and expected to provide continued service life with average maintenance. “Fair” means aging components are nearing the end of their life cycle and require additional expenditure for renewal or refurbishing. “Poor” means upgrading is required to comply with minimum codes or standards and deterioration has reached the point where major repairs or replacement are necessary.

GOAL SIX **6** Alberta has a comprehensive, risk-based and flexible set of regulatory and non-regulatory tools and incentives to achieve environmental outcomes

What it means The Ministry is actively working with other ministries and stakeholders to review and update Alberta's environmental regulatory and non-regulatory systems and look for new approaches to achieve environmental outcomes.

Strategies

- 6.1 Develop and implement changes to the environmental impact assessment process to ensure major projects are reviewed in a timely and credible manner.
- 6.2 Develop and implement a range of regulatory and non-regulatory tools and assess their impact on attaining environmental outcomes.

Performance Measures	Last Actual (2007-08)	Target 2008-09	Target 2009-10	Target 2010-11
6.a Number of regulatory and non-regulatory tools under review/development	5	10	12	14
Measures the number of new regulatory and non-regulatory tools that are under review/development. The full range of tools includes innovative regulation, market-based instruments/fiscal reform, cooperative management agreements, disclosure of information and voluntary stewardship programs/corporate social responsibility				

EXPENSE BY CORE BUSINESS (thousands of dollars)

	Comparable					
	2006-07 Actual	2007-08 Budget	2007-08 Forecast	2008-09 Estimate	2009-10 Target	2010-11 Target
Safeguarding Public and Environmental Health	45,053	46,983	47,783	273,850	214,826	198,670
Leading and Enabling Citizens, Communities, Governments and Industry to be Environmental Stewards	29,207	27,214	46,189	25,931	27,292	27,596
Leading and Supporting the Development and Maintenance of Critical Regulatory Systems and Environmental Infrastructure	74,282	87,759	174,024	103,089	102,523	104,975
MINISTRY EXPENSE	148,542	161,956	267,996	402,870	344,641	331,241

MINISTRY STATEMENT OF OPERATIONS

(thousands of dollars)

	Comparable			2008-09 Estimate	2009-10 Target	2010-11 Target
	2006-07 Actual	2007-08 Budget	2007-08 Forecast			
REVENUE						
Internal Government Transfers	2,566	4,275	4,275	3,175	3,175	3,175
Transfers from Government of Canada	-	-	-	51,967	51,967	51,967
Premiums, Fees and Licences	2,993	4,313	4,313	5,713	5,953	5,948
Other Revenue	4,370	3,248	66,248	95,248	98,248	81,253
MINISTRY REVENUE	9,929	11,836	74,836	156,103	159,343	142,343
EXPENSE						
Program						
Ministry Support Services	10,444	9,964	10,054	11,564	11,997	12,331
Environmental Assurance:						
Drinking Water	1,536	1,836	1,886	1,965	2,008	2,052
Monitoring and Evaluation	16,761	19,357	19,682	13,646	14,093	14,479
Standards	5,884	6,078	6,228	6,000	6,210	6,408
Climate Change	3,083	3,688	3,713	82,274	82,350	82,400
Innovation and Policy	11,907	10,599	10,799	5,782	5,822	5,854
Integrated Information Solutions	3,816	1,650	1,700	6,508	6,668	6,802
Reclamation and Emergency Preparedness	2,066	3,775	3,775	2,675	2,675	2,675
Climate Change and Emissions Management	-	-	-	155,000	95,000	78,000
Environmental Stewardship:						
Intergovernmental Relationships and Partnerships	12,059	5,930	24,705	4,276	4,441	4,589
Educational Awareness	8,823	8,830	8,980	7,764	7,882	7,976
Water for Life	8,325	12,454	12,504	13,891	14,969	15,031
Environmental Management:						
Integrated Resource Management	5,978	6,218	6,368	10,456	10,894	11,306
Approvals	12,671	13,734	14,109	18,770	19,807	20,543
Compliance and Enforcement	9,283	8,617	8,867	10,555	10,903	11,289
Water Operations	11,933	14,533	99,733	15,118	15,576	15,998
Emergency Response	1,040	1,441	1,466	2,228	2,305	2,359
Amortization of Capital Assets	19,048	21,261	21,261	22,361	22,361	22,361
Oil Sands Environmental Management:						
Oil Sands Innovation and Policy	-	6,000	6,100	5,681	6,324	6,432
Oil Sands Operations	3,825	5,892	5,967	6,257	2,257	2,257
Valuation Adjustments and Other Provisions	60	99	99	99	99	99
MINISTRY EXPENSE	148,542	161,956	267,996	402,870	344,641	331,241
Gain (Loss) on Disposal of Capital Assets	(3)	-	-	-	-	-
NET OPERATING RESULT	(138,616)	(150,120)	(193,160)	(246,767)	(185,298)	(188,898)

CONSOLIDATED NET OPERATING RESULT

(thousands of dollars)

	Comparable			2008-09 Estimate	2009-10 Target	2010-11 Target
	2006-07 Actual	2007-08 Budget	2007-08 Forecast			
Ministry Revenue	9,929	11,836	74,836	156,103	159,343	142,343
<i>Inter-ministry consolidation adjustments</i>	(2,566)	(4,275)	(4,275)	(3,175)	(3,175)	(3,175)
Consolidated Revenue	7,363	7,561	70,561	152,928	156,168	139,168
Ministry Expense	148,542	161,956	267,996	402,870	344,641	331,241
<i>Inter-ministry consolidation adjustments</i>	-	-	-	-	-	-
Consolidated Expense	148,542	161,956	267,996	402,870	344,641	331,241
Gain (Loss) on Disposal of Capital Assets	(3)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(141,182)	(154,395)	(197,435)	(249,942)	(188,473)	(192,073)